External Review of the Connectivity and Equity in the Americas/ Institute for Connectivity in the Americas (CEA/ICA) Program

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Acronyms

APC	Association of Progressive Communications
BoG	IDRC's Board of Governors
CEA	Connectivity and Equity in the Americas
CEA/ICA	Official name of the Program Initiative
CIDA	Canadian International Development Agency
CSO	Civil Society Organization
DIRSI	Diálogo Regional sobre la Sociedad de la Información
ECLAC	Economic Commission for Latin America and the Caribbean
ER ERP	External Review External Review process
FPR	Final Prospectus Report
GEM	Gender Evaluation Methodology
GKP	Global Knowledge Partnership
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome
ICA	Institute for Connectivity in the Americas
ICT ICTs	Information and Communication Technology Information and Communication Technologies
ICT4D	Information and Communication Technologies for Development
ICT4D Americas	Initial official name for the Programme Initiative
IDB	Inter-American Development Bank
IDRC	International Development Research Centre
IGF	Internet Governance Forum
InfoDev	The Information for Development Program – World Bank
IPS	Innovation, Policy, and Science
ITS	Innovation, Technology, and Science
IS	Information Society
ISOC	Internet Society
IT	Information Technologies
ITU	International Telecommunications Union
LAC	Latin America and the Caribbean
LACNIC	Latin American and Caribbean Internet Addresses Registry
LIRNEasia	Learning Initiatives on Reforms for Network Economies Asia
M&E	Monitoring and Evaluation
MIT	Massachusetts Institute of Technology
NGO	Non-Governmental Organization
OAS	Organization of American States
OBM	Open Business Models
OSILAC	Observatorio de la Sociedad de la Información en Latinoamérica y el Caribe
PAD	Project Approval Document

PCR	Project Completion Report
PI	Program Initiative
PO	Programme Officer
POETA	Partnership in Opportunities for Employment through Technologies in the Americas
r-PCR	Rolling Project Completion Report
RED GEALC	Red de Gobierno Electrónico en América Latina y el Caribe
REDAL	Red Latinoamericana de Redes Escolares
RELPE	Red Latinoamericana de Portales Educativos
SMEs	Small- and Medium-sized Enterprises
SMME	Small, Medium, and Micro Enterprises
SMS	Short Messaging System
UN	United Nations
UN ICT Task Force	UN Task Force on Information and Communications Technology for Development
UNDP	United Nations Development Programme
WB	World Bank
WiFi	Wireless Fidelity
WSIS	World Summit on the Information Society

I. INTRODUCTION

The CEA/ICA Program was launched in April 2006, the result of the integration of two different models: the IDRC Grants+ model (inherited from the former Pan Americas Program) and the ICA model, which is financed by CIDA. CEA/ICA aims to support and build research capacity on ICT issues, and to contribute to the development, adoption and use of ICTs in Latin America and the Caribbean (LAC), for the purpose of influencing policy. In particular, it explores the possibilities of ICT use for entrepreneurship and income generation, better access to health and education, and strengthening democratic governance.

The primary purposes of IDRC program reviews are accountability, learning and improvement. To include internal and external perspectives, the review process includes two reports: one by the Program Initiative (Final Prospectus Report) and one by an external panel of independent experts (External Review Report). The role of the External Review Panel is to question, critically reflect on, and ultimately judge the performance of the Program.

OVERALL ASSESSMENT OF THE PROGRAM

The External Review critically reflected on and assessed the contributions the CEA/ICA Program made to development, as well as how it was conducted. The Review followed an innovative IDRC evaluation approach that started from an in-depth internal evaluation, so that during the process the Panel has felt that it was an evaluation done ***with*** the Program team, and not ***to*** the Program team[1]. Moreover, we took into account what *~~I~~IDRC understands about deliberate strategy + emergent strategy becoming realized strategy,"*[2] (i.e. that not all goes as planned). We also took into account that development interventions involve risk-taking because they attempt to induce changes in a relatively short period of time; an ambitious goal in any social, economic or cultural context. Some of the interventions will fall short of expectations, as we point out in our review of outcomes and the quality of research outputs.

From this perspective, we believe that CEA/ICA took appropriate risks (e.g. integrating ICA, getting involved in LAC regional planning, launching policy networks despite inadequate planning for management, etc.). It made substantial investments in partnerships and relationships, the creation of new knowledge and capacity development. It did so while confronting the difficulties described in this report, some internal, as examined in the section on Prospectus implementation, others deriving from the unstable LAC field environment.

An examination of the findings in this report, including contrasting them with the Program's statement of purpose and objectives (in appendix V), led the panel to conclude that the CEA/ICA Program was largely successful; it made an important difference to the work of its partners in a field as intractable and as little understood as ICT4D. In particular, the LAC policy landscape on ICT4D would likely be different from

what it is today without IDRC's contributions. Four and half years since its Prospectus approval, the *realized strategy'* of CEA/ICA has brought many benefits to individuals and organizations alike, from Rio Grande to Tierra del Fuego. Perhaps the best success indicator is that actors involved in ICT4D in LAC repeatedly expressed to us in the interviews they would sorely miss IDRC if it left the region[3]. At the same time, the Review identified definite aspects for improvement in terms of program implementation/management, research quality/relevance and the attainment of expected outcomes (as indicated in the pages ahead).

II. METHODOLOGY

To answer the external review questions, we relied on qualitative and quantitative data collected through a systematic document review, structured interviews with key informants (IDRC staff, partners and external experts), web research and citation analysis.

The report is organized based on four review questions[4] about (i) outcomes; (ii) research quality; (iii) prospectus implementation; and (iv) issues for the Board of Governors. Findings were analyzed and assessed against the criteria given in the review's terms of reference. Findings pertaining to outcomes and research quality are based upon a purposive project sampling approach. Project samples were structured to accommodate general analysis of patterns and continuity (through a larger, more ample sample) and allow for in-depth analysis (through a smaller, more concentrated sample). The overall assessment and key observations are the result of our analysis of evidence and our expert opinions.

We faced a few major limitations in conducting this external review. Time constraints prevented us from undertaking some activities that could have strengthened the review, such as a survey to gather comparable evidence from a larger number of informants. We would have also liked to review a larger number of projects for our in-depth analysis. Furthermore, an in-person meeting of the Review Panel at the beginning of the evaluation process would have been extremely beneficial to this review. This meeting could have been held in Montevideo, allowing also for a first meeting of the entire External Review Panel with the CEA/ICA team located at the IDRC office in that city.

One additional methodological limitation pertained to the evaluation of research outputs. While there are standardized criteria for assessing academic research, and, to a certain extent, policy research, there are no widely recognized quality standards for research reports that do not fit into these two categories. This limitation led us to evaluate the quality of these outputs along with policy papers where they do not fit neatly. Finally, the loss of one of the external reviewers at about one third of the way into the review process required the team to re-organize, with the two remaining reviewers assuming considerably more work than foreseen.

Appendix II includes a detailed description of the methodology, including the project sample criteria and interpretations made of the key review criteria (also covered in appendix III on operational definitions), as well as the limitations of the approach.

III. REVIEW FINDINGS

III.A Outcomes

The review question related to program outcomes was: *"To what extent are the program's outcomes relevant, valuable, and significant?"*[5] The goal was to determine to what extent IDRC's work is actually having *influence* – and if so, how can one tell. We focused on verification of the program-level outcomes[6] stated in the CEA/ICA Final Prospectus Report, based on an examination of the narrow project sample, interviews with CEA staff, project staff, external informants, and the Panel's knowledge of the field of ICT4D in LAC. We analyzed four of the five outcomes stated in the Final Prospectus Report (FPR). Outcome 5 is about research outputs and quality, and we chose to treat it in the section on Research Quality. The small sample of 12 projects was at the core of this analysis, and is the basis for verification of claims in the FPR and for the selection of project informants for the interviews (See Appendix II on Methodology).

A traditional evaluation would examine anticipated outcomes taken from a program document, which could be measured against targets, but that is not the case here. The outcomes in the Prospectus are different than the ones stated by the CEA team in the FPR. In fact, the latter are similar to some of IDRC's generic outcomes.[7] Moreover, the FPR outcomes are stated in rather open terms, which open a very broad a base for interpretation. While acknowledging the potential for ambiguous interpretations, our intent in the outcome sections of this report has been to provide a useful examination of the level of outcome achievement on the basis of the identified criteria.[8]

PROJECT DISTRIBUTION BY OUTCOME

We looked at the distribution of projects by outcomes across the portfolio[9] to get an indication of its outcome-related orientation, by examining two factors. The first was a '**project-to-outcome**' relation: it indicated that the production of knowledge (Outcome 5) was the most frequently pursued outcome (at 61% of the projects;which is consistent with the research-oriented work of IDRC). The other outcomes were linked to approximately a third of the projects, with comparatively fewer projects (about 25 %) related to Outcome 3 (on policy influence); a surprisingly low share, given IDRC's emphasis on policy. The second factor was the **multi-outcome** nature of projects, with the main finding being that a majority of projects (57%) contributed to more than one outcome. This is a positive characteristic of the portfolio because it indicates that most of the projects tried to have a wider developmental effect and not be limited to a single outcome (in turn, illustrating good decisions on project selection by the CEA/ICA team). In fact, it's remarkable that about a third of the projects were related to at least three outcomes. More details on this distribution can be found in the table in endnote 9.

Outcome 1: *CEA/ICA has contributed to the development and dissemination of new ideas resulting in their adoption into the regional development research agenda and ICT4D field building in LAC*

Through CEA/ICA, IDRC has been one of the leading actors feeding and strengthening the ICT4D research agenda in LAC. It has also contributed, although to a lesser extent, to expanding the field of ICT4D in the region, partly through its supported ICT4D research projects and "ICT-adoption'-type projects (i.e. those more directly aimed towards use/adoption of ICTs). Overall, we found that CEA/ICA's actions in relation to ICT4D research agenda-setting and field-building have been **relevant** to the region's priorities and needs, as well as **significant** in their contributions and influence. The achievements were noted mostly in the thematic pillars of e-Citizenship/Governance and Education, with less influence in other pillars (where some individual projects did manage to achieve significant effects).

This positive outcome has derived more from the support to emerging work (often of an innovative nature) than from the generation of new ideas *per se*. For example, the so-called 1:1 educational models (based on the "One Laptop per Child' initiative led by MIT's Nicholas Negroponte) is not new, and CEA/ICA has supported the advancement of these models with the project "Social Impacts Research on 1x1 Models in Latin America' (104261). Active in Uruguay,[10] Argentina, Costa Rica and Colombia, the project is generating new knowledge of the potential social benefits of the 1:1 models, which can help to solidify large scale implementation of such programs. Other similar successful examples are Punto J (103077, 103814), or RED GEALC (103819).[11] It should be emphasized that there were important contributing mechanisms for agenda setting, such as strong promotion of LAC research on the Information Society, as well as securing an influential position in the political agenda (see Outcome 3).

In a few cases, CEA/ICA's work also contributed to the introduction of some truly new ideas in the region. One example is the project "Electronic Waste Toolkit for LAC'[12] (103829, 104414), which made a significant and pioneering contribution to raising regional awareness of "ewaste', demonstrating that this is an issue of emerging environmental, socio-economic and political importance.[13] Another innovative example is the project "Open Business Models in Latin America' (103812, 103515),[14] related to the important emerging new topics of Openness and Open Development.

The FPR shows agenda-setting activities across the thematic spectrum in the CEA/ICA portfolio, with interventions in e-Citizenship/Governance, New Economic Models, Education, Health, and emerging issues like Openness or Climate Change. However, not all the thematic fields show a uniform outcome achievement. The stronger results were in the e-Citizenship/Governance and Education portfolios, arguably as a consequence of two factors. One was the focus on specific aspects within those two pillars, favoring depth over scope, and choosing "winner' lines of work. The second was the availability of specific thematic expertise among POs and the Program manager.

It is difficult for a single organization to be an effective research agenda-setter all across the board, even with a program as large as CEA/ICA. In Health or Environment, there was a less noticeable effect on the agenda[15] – which does not mean individual projects, like the ones on e-waste, cannot deliver significant good results on a case by case basis. There were also missed opportunities, where work undertaken was not timely enough nor of the magnitude required to be agenda setting (as is possible with mobile

telephony for development[16]). An effective and efficient way to identify new promising lines of research on ICT4D could be via engagement with National Research Councils currently in existence in most countries.

Some projects directly related to this outcome did not achieve the expected results.[17] This may have resulted from a limited outreach into the research agenda (‗Gender Evaluation Methodology II' for ICT4D practices, 103586). There were also instances when poor project performance limited the expected potential for substantial contributions to field-building, such as ‗Enhancing the Effectiveness of ICT Applications and Tools for Disaster Management in the Caribbean' (103827). In addition, when promising efforts were not sustained by the Program, the potential for agenda contributions was limited. An example is the modest, yet successful, project ‗Internet Governance Forum 2007 Preparatory Process' (103821), which facilitated the engagement of ICT-knowledgeable civil society actors in the formal IGF process, but did not continue to leverage the value of this engagement in this strategic issue in ICT4D.

Outcome 2: *CEA/ICA has made a significant contribution in developing research capacities and skills to adopt and effectively use ICTs*[18]

CEA/ICA made some contributions to building research capacities and ICT use/adoption skills in development processes, but capacity building does not stand out as the main strength of the Program, particularly in relation to research. Deliberate or targeted research capacity building, a signature of IDRC,[19] did not appear to have been systematically pursued. Developing capacity for the use of ICTs is typical of ICT-adoption projects, so while ICT capacity was certainly gained in many of the projects in the portfolio, there is no clear way to distinguish CEA/ICA from other ICT4D programmes in this respect. Thus, regarding the outcome of capacity building, we concluded that the level of achievement was **relevant** to the region's situation, but **not as significant** as might have been possible.

RESEARCH CAPACITY DEVELOPMENT

Whereas in the past Pan Americas had collaborated with CSOs mainly on action-research work, CEA/ICA gravitated towards more academic-type research. The evidence shows that most research projects in the portfolio focused on producing research outputs (usually as inputs into policy work), but that they did not normally include explicit research capacity-building activities. We excluded the indirect support to research capacity building of Grants+ from this assessment.[20] This may be a result of choosing partners who are known for their research abilities in order to obtain high quality research results, as well as the increased number of academic, international-level researchers in the region. The tension between working with strong partners and with those who are in need of greater support is not an easy one to resolve, and probably lies more at the strategic corporate level in IDRC. At the same time, we do not agree with some interpretations in the FPR, which suggest that just providing grants for research will somehow lead to strengthened research capacity by itself.[21] A good example of explicit, targeted support of research capacity building is DIRSI's current

system for the mentoring of young researchers by more senior ones (103371), an example of targeted capacity building.[22]

At the civil society level, we adopted a broader interpretation of research capacity building, since many CSOs[23] were not ICT-proficient or used to conducting rigorous research (or both). CEA/ICA has paired partners with different capacities, such as in the project "Enhancing Nurses Access for Care, Quality, and Knowledge through Technology" (104544), linking Canadian and Caribbean entities.[24] Another way of enhancing research capacity was via the expansion of the research agendas of organizations that did not include ICT4D in their range of expertise. The project "Telework, Climate Change and Public Policy" (105235),[25] for example, included a strong ICT4D organization supporting the other partners.[26] Such approaches have offered adequate alternatives for strengthening ICT and research capacity in comparatively weaker CSOs.

CAPACITY BUILDING ON THE USE/ADOPTION OF ICTS

Many of the implementation projects were focused precisely on building capacity on how to take advantage of various ICTs for development purposes. Thus, if they were at least partly successful, they showed good results in advancing this type of capacity. There are many examples that suggested success: the Electronic Learning and Capacity Building of the Public Sector in Latin America and the Caribbean (103830) project[27] in e-Government; the impressive RELPE-REDAL Portals/Schoolnet project (103811) in Education; the Chagas project[28] in Health; and the POETA[29] initiative (104411) in the Eastern Caribbean in e-Economy are just some of them. An interesting consequence of these projects, as discussed in the next section, is that they are also achieving advances in policy influence.

Finally, it should be noted that CEA/ICA also took steps to improve the capacity of many research partners in other types of competencies (e.g. project management, policy influence or M&E) to contribute to more effective research projects and thus to better research work.[30]

Outcome 3: *CEA/ICA supported work has generated evidence that has informed the design and reform of institutions, policies, regulations and laws in LAC.*[31]

In line with IDRC's mandate, CEA/ICA supports applied research projects that seek to produce evidence to inform the debate, design, and reform of policies, laws and regulations. Consequently, a key area to assess CEA/ICA achievements relates to the broad area of policy influence. In this particularly strategic outcome, we found that the achievements have been **relevant** to the needs of the region, and **highly significant** in terms of the participation of the Program (both institututionally and through supported partner organizations) in key ICT policy processes at the regional level. The effect of ICA's political positioning has strongly contributed to this outcome. At the same time, grey areas remain, such as (i) inadequate dissemination of research results, leading to limited awareness by policy-makers, as a consequence of limitations in communication

capacities by projects and the Program itself, (ii) the diminished support given to CSOs for direct policy-process engagement, and (iii) under-leveraging the potential of ICT adoption projects as effective policy vehicles.

EXPANDING POLICY CAPACITIES[32]

Support for ICT4D research in LAC broadens policy horizons by fostering a LAC research approach to the Information Society. It is not enough to simply adapt findings and knowledge from other parts of the world, regardless of their quality. CEA/ICA has been a catalyst for local research that reflects national/regional constraints, opportunities and working culture. One prominent manifestation is found in the DIRSI projects (103371, 105241, 105249) that have established and supported the work of a network of practitioners and entities that can cover the knowledge-to-policy span in the region.[33]

BROADENING POLICY HORIZONS (KNOWLEDGE)[34]

The FPR outlines some notable achievements of the new LAC generation of researchers in the ICT and Information Society affairs[35] mentioned before. At the macro level, conceptual frameworks, such as the ones in DIRSI's book *Digital Poverty* (2009)[36], provide a useful LAC perspective on the digital divide and complement other work done by organizations like ECLAC and IDB. At the national level, one example was research in Brazil about Open Business Models, which prompted the Government to consider the so-called "LAN-houses' (Internet access centers initially set up for online gaming) in the new national broadband plans.[37]

Producing high-quality, timely, policy-oriented knowledge is only the first step in policy influence; the knowledge also has to reach decision-makers. In Mexico, a report produced in 2009 by DIRSI researchers played a decisive role in modifying a planned amendment to a tax law targeting ICT services by using Web 2.0 tools and an activist-like approach.[38]

During the course of the External Review, some informants pointed out perceived problems with IDRC's research information on ICT4D. One of them was that this research was not getting to policy-makers, or that it was not being heeded by them. In addition, some research outputs were vague in terms of policy recommendations, even if they were good in diagnosing specific situations. Another issue was the use of inadequate formats for disseminating policy-related knowledge, i.e. those that failed to capture the attention of decision-makers. At a time when professionals tend to be inundated by information, additional knowledge-to-policy vehicles, other than traditional reports or papers, are needed, as will be explored in the project "Impact 2.0'.[39] Different formats can also be addressed with changes in content and style, as with the magazine *PoliITICs* in Brazil.[40]

AFFECTING POLICY REGIMES (POLICY CHANGES) [41]

If proper positioning in the political agenda can boost policy influence work, then besides a means, political positioning can also become an end in itself. CEA/ICA effectively leveraged its privileged political positioning (attributed to the ICA legacy[42] as an initiative created by the Summit of the Americas) to carry out some major initiatives in LAC, such

as OSILAC and RELPE-REDAL. The positioning achieved by IDRC in the eLAC process,[43] through ECLAC, is also uniquely valuable.

Some policy changes achieved during the period under review came from ICT-adoption projects, such as the Punto J projects (103077, 103814), which were taken up by the Ministry of Health of Peru and are being considered by six other countries. Other good examples are RELPE-REDAL and the Chagas project in Argentina.[44] This presents an interesting and positive challenge for IDRC: it has devoted much effort to study the knowledge-to-policy process, but now it would be interesting to study the _pilot-to-policy' track.[45]

IDRC could support civil society actors more in their participation in policy processes for an inclusive and equitable Information Society. Some of the foremost experts on ICT4D in the region are members of CSOs, and their expertise (and influence) needs to be heeded as much as possible. The involvement of CEA/ICA with the Association for Progressive Communications (APC) network[46] has been a positive step, influencing policies in countries like Colombia, Peru and, particularly, Ecuador[47]. However more needs to be done and in a sustained fashion, because policy influence requires a long-term effort.[48]

Outcome 4*: CEA/ICA has played a key convening role in the ICT4D area in LAC and has created valuable institutional spaces for multi-stakeholder collaboration and knowledge sharing* **[49]**

Through the CEA/ICA program, and following up on the previous Panamericas program, IDRC has become one of the best-known and most well-regarded organizations in LAC in the field of ICT4D and (more widely) the Information Society. This is, to a great extent, due to its capacity to convene and engage most of the key actors in the region. This convening capacity can be attributed to four factors: (i) sustained work (nearly 10 years); (ii) a unique political entry point brought by ICA; (iii) openness to work with a variety of stakeholders and in various areas; and (iv) a regional and multi-country orientation. We found that this is arguably the outcome where the highest achievements were registered: **highly relevant** to the region's needs and **highly significant** in its contribution towards a fairer and more equitable Information Society in LAC. Yet, better approaches to network support and management is an area for clear improvement. Moreover, this outstanding convening quality may suffer from the uncertainty among organizations in LAC about the future presence of IDRC in the region in the ICT4D area.

CREATION OF INSTITUTIONAL SPACES

Among institutional spaces initiated largely through support from CEA/ICA, the case of OSILAC stands out because of its context, diverse work orientations, and ramifications. OSILAC was an intelligent and strategic investment that allowed IDRC (in close collaboration with ECLAC) to participate in key initiatives such as the e-LAC processes (2007, 2010) of the Regional Action Plan on the Information Society (since OSILAC monitors the implementation of the eLAC Action Plan). OSILAC's work has also been clearly linked to other CEA/ICA initiatives , with some key projects responding to the

eLAC Action Plan and being formally associated with its implementation (e.g. RELPE-REDAL, RED GEALC), [50] thus forging new collaborative spaces where professionals from the region had the chance to work together, develop their capacity, and nurture vital personal/institutional links. [51]

MULTI-STAKEHOLDER APPROACHES

In the ICT4D environment in LAC, people and organizations are usually eager to collaborate with IDRC, as evidenced in the interviews[52]. This is due to IDRC's reputation for (i) quality work; (ii) an emphasis on research and knowledge; and (iii) a softer, non-imposing way of working with partners—which some informants called the —soft Canadian way". A 91-project portfolio, and IDRC's involvement (going back until the start of the decade), have helped to translate that appeal into a large partner pool.

The profile of CEA/ICA's pool of partners is ultimately a consequence of the choices made by the Program. In the Implementation section of this report, we validate CEA/ICA's claim to a relatively diverse, multi-stakeholder pool of partners,[53] but there are fewer instances of partnering with private sector or national science/technology bodies. Moreover, the fact that the Program as a whole has been involved with multiple stakeholders does not necessarily mean that many projects undertook multi-stakeholder activities. Some informants believe that IDRC carried out more multi-stakeholder activities in the past than during this Prospectus period. In looking at our project samples, it was not clear whether most of the projects involved three or more types of partners; i.e. if they were truly multi-stakeholder projects.

OPERATIONAL APPROACH OF COLLABORATIVE SPACES

Networks of different types were the main modality of these collaborative spaces.[54] Some networks encourage active collaboration among their members, such as DIRSI, which is transcending its regional scope to link with IDRC-supported networks in Africa and Asia. RELPE has become a key mechanism for ministerial gatherings and technical exchange as a way to build capacity/awareness as well as share data/knowledge. RED GEALC is a network of exchange among e-government champions at all government levels, as well as a service provider (e.g. for training), and has also acted as an incubator for new projects.[55]

There are two challenges with regards to CEA/ICA's partnerships in LAC. The first refers to the need to develop a more structured approach to networks; they appear to have evolved on their own without much substantial or strategic guidance from CEA/ICA (even though this was an issue flagged as a risk in the Prospectus).[56] Development networking is entering into a new phase of managed networks, where strategy and planning play a central role (as in other types of organizations). The second challenge is about the future of IDRC's ICT programming in LAC. The end of the CEA/ICA Program could potentially leave a vacuum at the regional level, a concern expressed by many informants. We added a brief analysis of viable areas for continued ICT4D partnerships in the region in Appendix IV.

III.B Quality of Research Publications

The assessment of research quality was done at two levels: an overall review of a representative sample of 41 projects, and a more detailed analysis of 29 research outputs. Evaluation of research quality is not an easy task, given that there is no universal consensus on how to achieve this For this evaluation, we took into consideration five approaches: (ii) traditional academic criteria; (ii) policy research criteria; (iii) citation analysis[57]; (iv) interviews with external informants; and (v) our experience and expertise in the field.[58]

The CEA/ICA program identified a number of priorities in its Prospectus, but the diversity of research topics that was supported was even broader. This led to a trade-off between the scope versus the depth of research topics.[59] Many interviewees viewed positively CEA/ICA's history of supporting a variety of topics, and we do not believe that this negatively impacted the quality of the research.

While the dissemination of research results was generally adequate—all of the sample projects had at least two different website outlets—awareness of research findings by relevant stakeholders was limited. This perception was confirmed by interviews with external informants; many individuals were familiar with the ICA program, but not necessarily its research outputs.

To analyze the quality of research outputs, we identified two types of documents: traditional academic-type research (39%) and policy-type papers (61%). Many outputs do not fall into either of those two categories; unfortunately, the lack of a standardized or recognized quality assessment tool prevented us from making a differentiation, a weakness and difficulty that cannot be fully addressed in this report.

1. Academic-type research

For the most part, we found mixed results in the quality of research outputs, in great part due to the lack of research capacity in several LAC countries. Figure 1 shows the criteria used for this analysis. The research was strongest in data collection and analysis, and weaker in advancing the literature, the explanation of the methods, and the ability to transfer research findings to other fields. This perception was validated by many of the interviewees. Representative quotes are: *"Sometimes I don't see heavy analytical thinking. There are outputs that are good compilations but that need more primary and original research." "There are many case studies, but methodologically with little consistency."* A minority indicated that the quality of the research was good: "*Overall quality is good, IDRC presents clear methodologies." "Research is* [of] *high quality; it has rigor,* [and it is] *methodological and academic."* It should be noted that there are some outputs of exceptionally high-quality, not necessarily because of the rigor of their methods, but because of the impact that these pieces are likely to have in policy and academic circles.[60]

2. Policy-type research

Reports that were intended for policy influence —although this intention is rarely clearly stated— relied on documents from international organizations or specialized agencies that focus only on the issue at hand, potentially limiting the scope of research available.

The quality of policy-type papers varied significantly. Our analysis revealed that one of the most evident weaknesses of this type of publication is the lack of consideration of previous research. Furthermore, most papers do not include a data or methodology section, which may impair their credibility with more academically minded audiences. Surprisingly, almost half of them do not have strong, clearly stated, policy recommendations.

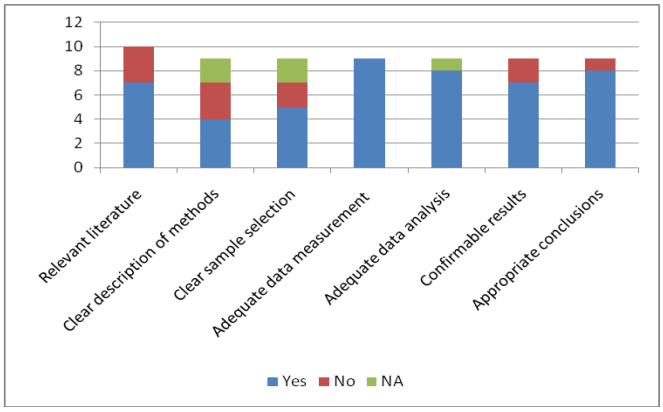

Figure 1. Analysis of research quality

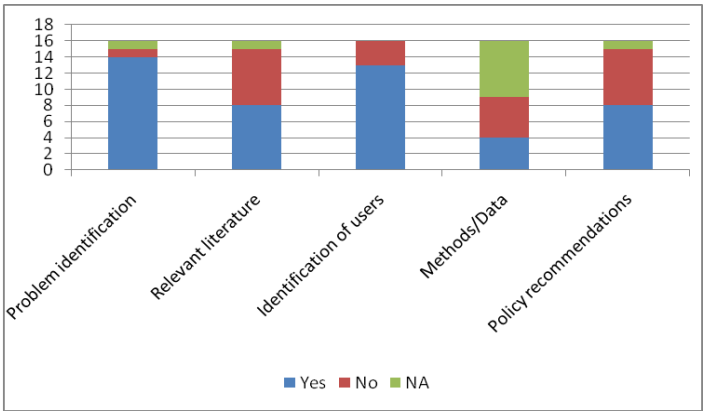

Figure 2. Criteria for policy research

3. The influence of research on policy

According to an analysis of our interviews with key informants, good quality research was conducted in many of the projects supported by CEA/ICA, but these had limited policy influence. *"There is no dialogue between the research and policy making,"* stated one interviewee. There was also a widespread perception among our sources that researchers are not effective communicators/disseminators.

We concluded that the influence of research outputs on policy had mixed levels of success. Several informants commented that research was disconnected from policy. We believe, as detailed in the Outcomes section of this report, that stronger communication efforts would have been necessary for CEA/ICA research to exert stronger policy influence.

4. Relevance of research

Research produced under the CEA/ICA Program was of varied relevance. Analysis of documents and interviews, as well as the Panel's expertise, suggest that, at times the format in which research was presented impaired access, understanding, and use. As suggested by one of the interviewees: *"It is necessary to produce multiple output formats not only for academia but for decision-makers, for communities and for local companies".* We believe that reports attempting to simultaneously comply with high quality research standards and influence policy cannot effectively accomplish either.

It is clear that the CEA/ICA program produced many research outputs that were, for the most part, of good quality. In both academic- and policy-type outputs the methodology section was the weakest, and for policy-papers recommendations were often weak or missing. We believe that while dissemination was effective, the lack of better communication with relevant stakeholders was an element that affected the potential for influence.

III.C Implementation of the Prospectus

In the following sections we present our analysis of key strategies and modalities outlined in the CEA/ICA Prospectus. The only issue that is not discussed here is budget decisions, as this is not a financial audit. Appropriate implementation is assessed according to the choices made by the Program.

1. The integration of ICA and Pan Americas in practice

The Institute for Connectivity in the Americas (ICA), was established at the 2001 Summit of the Americas held in Québec City. With the inception of CEA in April 2006 (called ICT4D Americas at first), ICA was integrated into CEA. The integration of programs that have two different missions and approaches—one focused on ICT adoption projects, the other on research—posed significant challenges, but also resulted in significant benefits and new opportunities. An analysis of the research portfolio and project approval documents suggests that a successful integration was achieved. The majority (89%) of CEA projects in our large sample had a research component. Of the projects that had ICA funding, 72% have produced research outputs. The integration allowed for ICT adoption-type projects to leave (although at times imperfectly), a research record from which impact and policy recommendations could be drawn.

CHALLENGES

The integration of CEA and ICA posed significant challenges. There was confusion among informants with respect to the names over the years (including by starting out with the ICT4D Americas name). We believe this to be a problem because it does not allow IDRC and its programs to establish a strong identity of research for development and capacity; greater permanence of names as programs evolve will be necessary to accomplish this.

The CEA/ICA program faced the difficult task of managing a diverse set of partners and complying with two different reporting requirements. In spite of the difficulties, we believe that the CEA/ICA leadership adequately took advantage of these challenges by utilizing the access that high level partners provided, as well as adopting new evaluation methodologies (log-frame based) that complemented those of IDRC.

The greatest challenge was to find adequate research capacity with organizations not used to doing research. In ICT-adoption projects, recipients faced the difficult task of keeping their project on track while at the same time trying to collect data for the research with project staff who often lacked research skills. We noticed that, in some of

these ICT-adoption projects, research lagged behind and, at times, tended to be more descriptive than analytical, thus undermining the potential for policy influence.

BENEFITS

Policy influence*:* One of the main goals for ICA was "to reach higher political spheres of governments and the private sector so as to influence public policies and key private decision-making."[61] This mandate allowed CEA/ICA to work with high-ranking decision-makers in governments, NGOs and the private sector. As stated by an informant, "*ICA had a voice and could 'infiltrate' the agenda of important organisms (sic). Some projects could get additional resources and thus do more things… [The Program] got more legitimacy and strength by having a seat at the Summit of the Americas."*

Research fostered in other organizations: Another benefit of the integration was the increased importance and inclusion of ICT4D research in agencies that have traditionally focused on ICT-adoption projects, such as OAS, IDB and national government agencies. The integration with CEA allowed for knowledge creation, knowledge documentation and learning through research reports.

2. Thematic pillars, cross-cutting issues, and emerging issues

Balanced Portfolio: An analysis of the project portfolio and evidence from interviews indicates that the selection of projects was well-balanced across pillars but less so across countries, specifically with regard to Central American countries. We consider this to be a problem because development is one of the central tenets for IDRC, and even though much more challenging, building capacities in countries that do not have them would help break the vicious cycle of under development.

Mixed results in the integration of cross-cutting issues: A detailed analysis of the small sample of projects suggests that cross-cutting issues were difficult to integrate. The use of appropriate technologies (as defined in the CEA/ICA Prospectus) had mixed results, with a few projects making deliberate decisions and others being more *ad hoc*. Policy innovation was difficult to assess, given the lack of a common definition of the term among CEA/ICA staff. One of the senior staff members provided what we believed was the most comprehensive and detailed definition of the term, but this was not shared across the entire CEA team, and some were actually confused. We consider this to be a problem because the final goal of the program for projects that have policy objectives may not be clear. The CEA/ICA staff faced tremendous challenges incorporating a gender perspective, even though the staff was fully aware of its importance. This was, in part, due to the lack of expertise on this subject among the partners and program staff. Given IDRC`s significant knowledge base on incorporating gender analysis and the human resources available within the IDRC, the CEA/ICA program could have taken advantage of these resources to strengthen the incorporation of this issue into their portfolio of projects.

Good implementation of emerging issues: One element that stood out was the relatively large number of projects under the 'other' category (26% of projects and 12% of budget), and the addition of the environment pillar. This, in our opinion, reflects CEA/ICA's ability to adapt and adopt emerging and key issues. In addition, the Prospectus is written once every five years, and a field as dynamic as ICTs makes it

necessary for research topics and projects to adapt to the changes taking place. This was an area where the trade-off between scope and depth had to be addressed, with scope usually prevailing (a decision that was generally favoured by informants).

3. CEA/ICA‘s approach to addressing and mitigating risks

Based on interviews and document review, we were able to identify risks that CEA/ICA faced during the period under review. Our goal was to assess the manner in which these risks were mitigated.

Personnel: Based on extensive document review and interviews with current and former CEA/ICA staff, we found that one of the biggest challenges in the implementation of the Prospectus was limited human resources. Between 2007 and 2009 these difficulties were felt most acutely. Uncertainty over funding for ICA II prevented the Program from hiring staff on a timely basis. There were two program officers (PO) departures in 2009. Human resource pressures were compounded by medical problems experienced by some staff members, resulting in extended or frequent periods of medical leave. CEA/ICA POs were directly responsible for relatively large portfolios and the Grants Plus approach demands the intensive involvement of POs with their projects[62]. The Program manager needed to take on a significant project load himself, limiting the time available for management tasks. The effects were felt across the board of implementation issues; e.g. limited M&E actions carried out, little on the part of external communications, insufficient integration of cross-cutting issues, challenges in knowledge management and overall limitations on the Grant Plus-type of project support.

Risks: While proposals did not always consider the personnel, organizational, technological and implementation-type risks associated with their projects, CEA staff worked closely with partners to mitigate risks as they were encountered, which we believe was essential to the overall success of the program.

Project Sustainability: Both at the program and project level, the lack of a long term feasibility plan can end initiatives suddenly, in spite of their valuable contributions. This is particularly true now, with the termination of CEA/ICA. In general, we believe that long-term sustainability of CEA/ICA initiatives, goals, accomplishments and lessons learned has been successful because of careful planning and partnerships with key stakeholders and other national and regional organizations.

4. The identification and inclusion of partners for programmatic as well as financial and human resource expansion

Expansion and fostering of international, regional, national and Canadian partnerships was one of the key objectives mentioned in the Prospectus. Our evaluation of the small sample of projects showed that CEA/ICA and the projects supported were able to establish multiple types and purposes of partnerships. We commend the fact that in CEA/ICA‘s portfolio, and even within individual projects, there were multiple types of partners involved, which we believe is important to mitigate risks and bring together a diverse set of expertise and resources. Our analysis indicates that of the 12 projects in the small sample, 8 had regional organizations involved; 3 had international partners and 6 had not-for-profit organizations. Surprisingly, however, only one project had a

Canadian partner other than CIDA, a gap that could be filled, given that this was one of the stated aims in the Prospectus[63].

5. The use of monitoring and evaluation to support PI management and learning

The process of monitoring and evaluation at the program level is, to a certain extent, the accumulation of learning experiences from the same type of process at the project level. This, we believe, is important because repeating errors at the project level can undermine the success of the entire program.

This was a challenging area to assess because of there was little CEA/ICA program documentation in this respect. The CEA/ICA Prospectus provides a list and a schedule of evaluations to be carried out during the Prospectus period. The document, however, does not provide details about the manner in which monitoring and evaluation (M&E) were going to take place, and we found that several of the planned evaluations were not conducted. We know, nonetheless, that the CEA/ICA team submitted annual reports on the implementation of ICA funds. These together with their efforts training partners in monitoring and evaluation methods through workshops and direct involvement, contributed to the overall success of the program and helped individual projects to overcome the risks faced along the way (even if not originally identified).

In general, rPCRs, we believe, are the only systematic tools that POs have to learn about and evaluate the success of a program, based on the success of their portfolio. The rPCRs we found were too few in number; stage 3 rPCRs arrive too late to have a positive impact on the success of a project; but as a whole, they provided general guidance for the program and contributed to their overall success.

III.D Strategic Issues for the Board of Governors

1. CEA/ICA integration: a difficult but worthwhile process

The CEA/ICA integration involved many challenges. [64] Development programming is inherently risky, and the risks taken in the integration resulted in positive outcomes for the CEA/ICA Program and IDRC. The integration resulted in a privileged degree of political positioning from where policy influence was easier to effect and wider in scope. IDRC, by its management of ICA, gained access to decision makers at the highest level and, very importantly, at the mid-government ranks[65]. Few multilateral, and even fewer bilateral development agencies, can find themselves in that position. Other benefits of the integration included: (i) more rigorous programming, knowledge creation and reporting; (ii) an increasing blend of research and piloting within individual projects; and (iii) a larger, more influential and more diverse pool of partners. Whatever the difficulties encountered during the integration process, bringing ICA under the CEA program wing appears to have been a decidedly successful decision by IDRC. There are lessons to be drawn from the integration process and, as IDRC has had similar experiences in other regions, it may be useful to study this integration in more depth.[66]

2. Serious human resource constraints compromised the success of the Program

Critical understaffing in CEA/ICA during some parts of the period under review affected some CEA/ICA Program functions, such as M&E, integration of cross-cutting issues, communications and knowledge management. It is likely that personnel shortages also had a negative, but difficult to identify, effect on the formulation, follow-up and other "Grants-Plus" aspects of support. Staff are the single most important asset/resource to manage and implement programs. A program needs to have the proper human resource capacity at all times, and IDRC should oversee this to ensure that this is the case. The flexibility to change course over the program cycle (as when ICA's funding was uncertain and then arrived suddenly with an accompanying sense of programming urgency) should be matched by the flexibility and empowerment of program management to take measures for ensuring the proper number and category of staff available. The fact that the Program nevertheless proceeded to have an overall successful performance is a tribute to the dedication, commitment and human quality of the CEA/ICA team, with key support from in the IDRC office regional office in Montevideo and from the ICT4D program area management in Ottawa.

3. Towards a more engineered approach to collaboration: from networks 1.0 to 2.0

The objectives and benefits associated with development networks do not result spontaneously, but from careful planning, management and monitoring, just like any other type of organizational structure. CEA/ICA used networking modalities often and with reasonable results. This involved mainly initiating/supporting new networks, and also contributing to existing ones (when the Program joined as a member). However, for the most part supported networks were "observed" rather than "managed", and as a result were often unstable. In this regard, CEA/ICA was not worse than programs from other major development organizations, which tend to launch networks without knowing how to channel them effectively for development objectives. IDRC has invested significant effort at the corporate level in learning about how networks add value to development processes, and it should apply that learning into its programs, particularly in ICT4D[67].

Development networks are moving toward more careful design and management, and development work itself is moving toward a networked-phase.[68] An organization like IDRC, often at the forefront of development thinking and practice, ought to be among the pioneers in exploring this fresh and more deliberate approach to network-based development.

4. Effective mainstreaming of CEA/ICA assets in IDRC

As IDRC moves towards the restructuring of its ICT programming, it is important to consider the effective mainstreaming of CEA/ICA's main assets, **staff** and **partnerships**, into the new programming structure.[69] With regard to staff, most will be placed in other areas, bringing their ICT4D expertise. To effectively leverage that expertise, however, management culture across IDRC needs to become aware of the value that ICTs bring to development interventions. This is not a given; if it were, ICT mainstreaming would have arguably been more advanced within IDRC by now. Effective ICT mainstreaming

will probably require a deliberate mix of formal and informal networking mechanisms at IDRC.

In terms of CEA/ICA's partnerships, one aspect deals with still-active projects, which we assume will be properly managed.[70] A more strategic aspect refers to continued leveraging of some of CEA/ICA's more valuable partnerships in the future[71]. The Panel strongly advises IDRC to avoid giving the impression that it is leaving the field of ICT4D in the region. There are many benefits to IDRC's continued engagement in LAC, particularly with key partnerships (ECLAC, OAS, IDB, APC, etc.). Appendix IV outlines some strategic regional developmental issues where ICT4D support by IDRC can be particularly relevant and beneficial to LAC contexts.

5. Better research capacity building for development

Although IDRC is a global leader in research capacity building, there was an apparent decrease in that kind of work by CEA/ICA during the period under review, either because of the Program's involvement with more advanced academic partners, or because of human resource constraints. It is important to ensure that IDRC's ICT4D activities emphasize research capacity building, given the importance of knowledge creation in the South's search for appropriate solutions to development problems. We should note that most development work, including in ICT4D, is not carried out by universities or think tanks; it is the domain of government, development agencies, civil society organizations, and even the private sector, where rigorous approaches to research/analysis are not necessarily the norm. It is, thus, of the utmost importance for IDRC to continue to support the development of research capacities in these types of organizations.

6. Better communication for policy influence

Communication is an integral part of the research-to-policy process. When communication responsibilities are distributed among overloaded Program staff, communication efforts tend to be inconsistent and to happen at the margins, as was the case with CEA/ICA. In addition, the narrow channel of communication *researcher → {findings} → policy makers* is no longer sufficient or effective (if it ever was). One of the consequences of the Web 2.0 has been the emergence of a much richer and more diverse communication ecosystem. More than ever, pressures from downstream (at the bases) can be effective in provoking changes upstream, where policy is made. As Carden notes, "*Effective communications is a long-term, organized process of engaging with policymakers and with the public.*", and "[communication] *belongs at the heart of any development research enterprise.*"[72] The challenge is to ensure that this message becomes operational, which will likely require new institutional capacities.

1 As was noted in the report of an earlier External Review carried out for IDRC's Peace, Conflict and Development program (Introduction, p.1).

2 As expressed in the Scope of Work document for this External Review, p. 5.

3 In terms of the new upcoming global ICT4D program, it should be pointed out that LAC countries are far from having integrated ICTs into their development processes. One only needs to consider the minor extent to which ICTs are currently used for education, health, democratic governance, the environment, income generation, the defence of human rights, etc. The panel encourages IDRC to continue to advance ICT adoption/research capacities in the region, and thus maintain the respect and reputation it has earned during the past decade as a trusted partner in putting ICTs to work for the needs and aspirations of the people of the region.

4 The review questions were:

- To what extent are the CEA's outcomes *relevant, valuable and significant*?
- Overall, was the quality of the research supported by CEA *acceptable*?
- To what extent was the implementation of the Prospectus *appropriate*?
- What are the key issues for IDRC's Board of Governors?

5 Our interpretation of the criteria for relevance and significance are described in Appendix 2.

6 "Outcomes' are hereby defined as changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom CEA/ICA worked during the period under review.

7 Appendix II on Methodology examines this in the "Relating stated outcomes to generic IDRC outcomes'. The generic outcomes are those listed in the External Review Scope of Work document, p.5 footnote 12, where it has instructions on how to structure the FPR.

8 For example, Outcome 3 states: "*CEA/ICA supported work has generated evidence that has informed the design and reform of institutions, policies, regulations and laws in LAC."* Clearly, a regional IDRC program will always achieve some of that over a four to five year period, but, depending on the reviewer, the same evidence could point to a more or less successful attainment of the outcome.

9 For this, we used a sample of 44 projects that had served as the starting point for the selection of the 12 project "narrow sample'. This included 27 projects that were mentioned in the CEA/ICA FPR, and the rest came from either the "ample sample' or other selected projects, always responding to the small sample criteria (i.e. inclusion of smaller projects, completed rPCRs, etc.). The data obtained is summarized in the table below:

	Outcome 1 Agenda-setting, field building	**Outcome 2 Capacity building**	**Outcome3 Policy influence**	**Outcome 4 Convenor role**	**Outcome 5 Development research**
Number and % share of projects	19 (43%) (4 projects in Outcome 1 only)	15 (34%)	10 (23%)	15 (34%) (2 projects in Outcome 4 only)	27 (61%) (4 projects in Outcome 5 only)
	one outcome	**two outcomes**	**three outcomes**	**four outcomes**	**five outcomes**
Number and % share of projects	19 projects 43%	11 projects 25%	7 projects 16%	6 projects 14%	1 project 2%

10 Uruguay was the first country to implement a full, nationwide 1:1 model, through its break-through Plan Ceibal program.

11 "Punto J' promotes the use of ICTs by young people on a peer-to-peer basis to increase HIV/AIDS awareness and reproductive/sexual health, while RED GEALC has established a network of e-government leaders and champions across the region to support the introduction of e-government practices and services in their Public Administrations, as well as training and referral services.

12 The project's website is www.reciclemos.net , and it is still live, even though the project ended in 2008. It later led to the project "Regional Platform on PC Electronic Waste in Latin America and the Caribbean' (104414).

13 rPCRs projects 103829 and 104414.

14 The project "Open Business Models in Latin America' explores making content or services free, while generating income through associated services in places with high unemployment, crime and exclusion. It is related to the new Openness theme in development work.

15 Though it could also be the case that the effects may become evident later, such as in the work examining ICTs and Climate Change. For truly visible effects on agenda-setting or field building, political, economic and even social externalities also have to contribute – e.g. Copenhagen's failure on a new agreement on Climate Change put the brakes on considerable efforts set in motion around the world, and in LAC too.

16 On an inter-regional comparative basis CEA/ICA is lagging behind on the explorations of the uses of mobile telephony for development, and in particular for the poor and excluded, even taking into account that some good work has started (such as DIRSI's research on mobiles and the bottom of the pyramid, or Health projects like "Enhancing Nurses Access for Care Quality and Knowledge through Technology in the Caribbean', 104544).

17 The ones indicated here are not mentioned in the CEA/ICA Final Prospectus Report.

18 We examined the findings referring to the two dimensions of (i) increased capacities of researchers to conduct good research and (ii) improved skills (by decision-makers and other development actors, users, and even researchers themselves) on the adoption and effective use of ICTs. In practice, this

was largely differentiated by project type: some research-type projects included capacity-building actions for research, while the more traditional implementation-type projects nearly always focused on the adoption/use of ICTs.

19 IDRC puts emphasis on building local capacity in developing countries to undertake research based on "the conviction that researchers and innovators in developing countries must take the lead in producing and applying knowledge for the benefit of their own communities" (IDRC, Briefing Book: The International Development Research Centre, Canada, 2-1).

20 While the Grants+ approach of funding research and providing substantive expert support for those research projects usually leads to improved research capacity, it does so *only* indirectly. A stricter perspective led us to exclude Grants+ indirect capacity support from our assessment of the outcome, because of that indirect characteristic and the difficulty in assessing actions taken in a personalized but non-systematic way (and even more so on their effects). We do, however, recognize that this type of continued support and engagement in Grants+ may lead to change, which is after all the essence of an outcome. IDRC may wish to study the comparative effectiveness of this indirect mechanism of capacity development at some point.

21 For example, when claiming that mechanisms for providing research grants, like FRIDA or the "Caribbean Innovator Challenge', served to build research capacity. "The other approach used by the PI to build capacity among young researchers has been the implementation of small grants programs", p. 16, FPR.

22 Because of the quality of its outputs and its membership, many specialists and project staff interviewed during the review identified DIRSI as one of the best known and most influential CEA/ICA supported initiatives.

23 Notable exceptions are CSOs in the ICT4D field, like APC or Soluciones Prácticas – ITDG (Peru).

24 The University of Saskatchewan acted as research leader, supporting the Joseph N. France General Hospital, St. Kitts-Nevis and the Victoria Hospital, St. Lucia. Another example was the project "Open Business Models in LAC' (103812), with a similar arrangement linking the experienced Getúlio Vargas Foundation in Brazil with less experienced partners from Argentina and Colombia (though in the case of the Argentinean partner there was no real evidence of strengthened capacity).

25 It involved a few institutions with no experience on ICTs, but that were very strong on environmental and climate change economics.

26 USUARIA - Asociación Argentina de Usuarios de la Informática.

27 And its successor project, the large CA$ 1.4 M "Innovations in e-government in the Americas' (#105449).

28 "Pilot Project Using ICTs to Monitor Chagas Disease in Argentina, Bolivia and Brazil' (103818).

29 "Partnership in Opportunities for Employment through Technologies in the Americas' (POETA): Eastern Caribbean initiative, which aims at training young people at risk on ICTs, as well as ICT-support for accessing jobs (portals, CV preparation, etc.).

30 This is added-value on the part of the Program (again the Grants+ approach) and reflects IDRC's belief that "The growth of the people with whom we collaborate is an enduring contribution to long-term democratic, economic, and social development."(IDRC, Briefing Book: The International DevelopmentResearch Centre, Canada, 2-1). However, it would be good to examine the effect of these activities by assessing if there have been improvements by those partners in their project management or M&E responsibilities to CEA/ICA, and if they report being more capable to engage in policy influence as a result (or at least if they report feeling more empowered in those respects).

31 We follow IDRC's classification of policy influence dimensions for the assessment of this outcome, which recognizes three broad ways in which research can affect policy. See Carden, Knowledge to Policy, and Capacities, Contexts, Conditions: The Influence of IDRC - Supported Research On Policy Processes. IDRC's Evaluation Highlight No.5 (http://www.idrc.ca/en/ev-90666-201-1-DO_TOPIC.html).

32 Work that can support the development of innovative ideas, and the skills to communicate them, and develop new talent for doing issues-based research and analysis. While this could have been treated in Outcome 2 (on capacity building), we chose to include it under Outcome 3 to provide a more compact review of CEA/ICA's policy-related work.

33 A different mechanism was provided through the project "Statistical Compilation of the ICT Sector and Policy Analysis' (105127), which built the capacity of National Statistics Offices to collect and analyze ICT sector data.

34 Research that can (i) introduce new ideas to the agenda, (ii) ensure that knowledge is provided to decision-makers in a form they can use, and (iii) nourish dialogue among researchers and decision-makers.

35 In turn, research carried out by LAC researchers is likely to be better received by decision-makers in the region, who will appreciate the proximity of the analysis to the reality in their countries.

36 Not to mention ECLAC's earlier analysis on the Information Society in LAC, supported in part by the Pan Americas Program.

37 These informal computing mini-centers became quite popular in favelas, and could be considered a type of cybercafé. From the policy perspective, they not only hold potential for wider Internet access in marginalized sections of cities, but can also serve as platforms for e-government services, bill-payment, job seeking, ICT training, e-learning, etc. See a discussion about them in the Publius project services, (http://publius.cc/lan_houses_new_wave_digital_inclusion_brazil/091509).

38 The novelty here was that, besides the usual dissemination routes, a semi-activist approach was taken to ensure the research results arrived at decision-makers, with the report's main conclusions being widely publicized by social networks and Web 2.0 tools, reaching the attention of national and international media. This is detailed in the FPR, p.29, endnote 103.

39 "Impact 2.0" is a newly launched project (105246) that will explore the uses of Web 2.0 technologies for linking policy, research and advocacy. It should provide interesting lessons for partners, and IDRC itself.

40 That is because proper communication is not exclusively about ICTs, as shown by the Brazilian PoliTICs magazine, published by the Nupef Institute, with support from the Ford Foundation and Google (CEA/ICA was not involved). It contains articles about the topic of ICTs and policy, avoiding technical jargon. The articles are actually amenable and pleasant to read, while being substantive and well-referenced.

41 Findings from partial/full contributions from IDRC that can modify the development of laws, regulations, programs, or structures.

42 Another manifestation of political positioning was that ICA (and thus CEA/ICA) participated in successive editions of the Summit of the Americas, holding a seat second only in stature to nation states.

43 The e-LAC process, and the implementation of its Action Plan, is also monitored by OSILAC.

44 The RELPE-REDAL educational networks (portal and schoolnets, respectively) are formally supported by the Ministers of Education and included in the eLAC agenda. The "Pilot Project Using ICTs to Monitor Chagas Disease" was sufficiently successful in Argentina to make public health authorities extend the project to other cities and other diseases affecting marginalized populations (i.e. dengue and malaria).

45 It is not possible, with the evidence examined for this review, to conclude that successful implementation-type projects are resulting in faster and more direct policy influence than research projects. But even taking into account that many CEA/ICA implementation-type projects now integrate research components, it is unclear what the optimal approaches to affect policy change are. Successful pilot projects may lead to relatively fast policy changes, while arguably, under most circumstances, research-derived policy changes take time. Most of the informants consulted considered actual policy influence/changes to be "difficult" or "remote" (in terms of time-lags).

46 With the project "Communication for Influence: Building ICTD Networks" (104576), it supported research by various APC member in the Andean countries, creating the AndinaNet network (http://www.apc.org/es/node/8867).

47 In Ecuador, an organization member of APC and other CSOs were consulted during the drafting of the recent new Constitution on ICT policies.

48 For example, as mentioned in the analysis for Outcome 1, the support provided to some specialized CSOs for their research participation in the IGF 2007 (103821) could have been maintained over a longer period, helping to coalesce a coalition of LAC CSOs (knowledgeable, engaged, and committed) that would get firmly involved in the strategic Internet Governance process.

49 To examine CAE/ICA's performance here, the outcome statement can be disaggregated into three components: (i) creation of spaces for bringing together stakeholders; (ii) the extent of a multi-stakeholder approach; (iii) and the working orientation of these collaborative spaces.

50 RELPE-REDAL (educational portals) and RED GEALC (e-government) emerged as the leading regional initiatives in their respective fields. In turn, other projects have sprung from RED GEALC once it was internalized by OAS, such as the project "Strengthening Procurement Systems in Latin America and the Caribbean" (105243).

51 In addition, OSILAC has had direct capacity building effects, such as the consolidation of ICT research at ECLAC (which is widely recognized as one of the region's intellectual powerhouses), or the earlier mentioned establishment of ICT units in some National Statistics Agencies.

52 The panel members are also aware of this from our own knowledge of the ICT4D sector in LAC.

53 We have found evidence in CEA/ICA's portfolio of partnerships with: (i) major multilaterals (UN agencies and the World Bank); (ii) regional organizations (ECLAC, Organization of American States, Inter-American Development Bank, Pan American Health Organization, etc.); (iii) bilateral relationships (Spain's AECID, the Netherlands's SNV, European Union's @LIS); (iv) LAC governments (essentially all of them whether at the representational level in OAS or ECLAC's related functions, or nationally for implementation and research actions); (v) civil society organizations, such as the NGOs associated with the APC network; and, of course, (vi) universities and research centres in many countries.

54 "IDRC has always understood that development research is a collaborative venture. The Centre has encouraged partnerships that foster open and equitable participation, and facilitate an easy interaction between research insight and practical application. IDRC therefore supports not only individual researchers or research teams, but networks of researchers and research users. These networks are important ways of sharing results and applications, stimulating debate on important scientific questions, and linking researchers with policymakers and other research users." IDRC, Briefing Book: The International Development Research Centre, Canada, 5-1.

55 Another collaborative modality is characterized by OSILAC, which does not truly fit into a network category, but epitomizes the concept of a collaborative space: an observatory created to encourage shared knowledge and possibilities for practical, collaborative work.

56 There is concern about the sustainability and overall evolution of many of the CEA/ICA-supported networks. While some have had a chance to be institutionalized or absorbed into existing institutions (e.g. RELPE, RED GEALC), it is likely that most will face management and consolidation difficulties, including those involving researchers or civil society activists.

[57] The analysis is included only in the appendices because no citations were found of all the research outputs provided by the CEA/ICA program

58 See Appendix for a detailed description of the research quality assessment criteria.

[59] As an example, 4 out of 21 projects that fell within the e-economy pillar were focused on small and medium enterprises; 2 had an agricultural focus; 2 had an e-commerce focus; and 2 were about youth issues. The remaining projects were unique initiatives.

60 Lemos et al., Tecnobrega; Galperin and Mariscal, Digital Poverty.

61 Ibid, p.10.

62 At the end of 2007 (fiscal year)

Angélica Ospina - 21

Fernando Perini - 3 (from Luis Barnola ICA former Program Office) only part of that yearr

Alicia Richero - 9

*Ben Petrazzini - 8

At the end of 2008

Angélica Ospina - 15

Fernando Perini - 11

Alicia Richero- 12

*Ben Petrazzini - 8

At the end 2009

Fernando Perini - 13

Matthew Smith - 10

*Ben Petrazzini - 15

63 ICT4D Americas Prospectus 2006-2011 (internal version), section 4.2.

64 The integration of ICA under the ICT4D Americas umbrella involved differences in: (i) corporate cultures (IDRC's and CIDA's); (ii) developmental approaches (research-based for CEA, piloting-based for ICA); (iii) reporting requirements (outcome mapping-related for CEA, log framework-based for ICA); (iv) institutional environment (grassroots and civil society for CEA, governmental for ICA). It also needed to bring together individuals embodying the different corporate styles, an important detail because at the end it is up to individuals to make things happen, and they are dependent on each other for a programme to succeed.

65 Possibly the government officials most directly responsible for policy-making

66 As attested by one of the panellists which participated in an evaluation of a strategic partnership among two important European actors in ICT4D..

67 ICT4D is the field where the technical mechanisms emerge to allow for effective institutional/organizational networking.

68 Labelled `Development 2.0 by Richard Heeks. This is based on at least three considerations: (i) to achieve more effective collaboration, allowing for more actors to participate, as the capacity and the interest to get involved increase; (ii) to better adapt to the networked environment of the Information Society - or in Castells terms, the Network Society (Castells 1997); third, that as ICT4D work enters a new phase marked by extended innovation and ICT capacity in the South, it requires open and unbridled communication architectures to proceed (Heeks, 2009).

69 We assume that this will also be the case of the other ICT4D regional PIs.

70 Some type of accountability procedure will ensure that active CEA/ICA projects continue to receive adequate support (including the effective continuation of the Grants+ approach), as the projects get integrated into other PIs. As most active projects will continue to be overseen by their presently responsible POs, support from their new managers will be critical (it is not usual for someone to arrive at a new unit with some remaining external workload).

71 In terms of the new upcoming global ICT4D program, it should be pointed out that LAC countries are far from having integrated ICTs into their development processes. One only needs to consider the minor extent to which ICTs are currently used for education, health, democratic governance, the environment, income generation, the defence of human rights, etc. The panel encourages IDRC to continue to advance ICT adoption/research capacities in the region, and thus maintain the respect and reputation it has earned during the past decade as a trusted partner in putting ICTs to work for the needs and aspirations of the people of the region.

72 Carden (2009), p. 55.

CEA External Review Panel Report

Appendices

Appendix I: Methodology

A. Introduction

External reviews at IDRC fulfill purposes of accountability, learning, and improvement. The review of the ICT4D Americas Program – subsequently known as Connectivity and Equity in the Americas (CEA) —focuses on the work proposed in the Prospectus 2006-2011 and the report submitted by the PI to the External Review Panel.
The role of the external Review Panel is to question, critically reflect on and ultimately judge the program. This document outlines the methodology and workplan for the Panel.

B. Overall Approach

The Review Panel, using systematic and methodologically sound evaluation techniques, aimed to provide answers to the questions posed by IDRC's Terms of Reference. The approach used complied with the new method for external reviews developed by IDRC. This method emphasizes both an assurance function of evaluation and the verification of outcomes. The reviewers were asked to judge the performance (strengths/weaknesses) of the CEA Program based on four major questions:

1. To what extent was the implementation of the CEA Prospectus 2006-2011 appropriate?
2. Overall, was the quality of the research supported by CEA acceptable (given the context/intended purpose, etc.)?
3. To what extent are the CEA's outcomes relevant, valuable and significant?
4. What are the key issues for IDRC's Board of Governors?

The following sections outline the proposed approach and methodology for data collection and analysis for each of these questions.

B.1 Implementation of the CEA/ICA Prospectus

DEFINITIONS

The Review Panel was asked to reflect on the appropriateness of the implementation of the CEA Prospectus 2006-2011. For the purposes of this review, *appropriate implementation* is understood to refer to the extent to which the choices made by the program—in adopting or evolving the strategies outlined in the Prospectus—led to an appropriate and coherent approach to programming in ICT4D in the Americas. The Panel adopted the following definitions of the terms *appropriateness* and *coherence* in making judgments about the implementation of the Prospectus.

Appropriateness: The choices made by the program (a) align with the program's purpose, (b) are suitable to the context for ICT4D in the Americas, and (c) are feasible given the resources available.

Coherence: The choices made resulted in programming that was logically integrated, consistent, an intelligible. In other words, to what extent does the program as implemented make sense?

PROPOSED APPROACH

The Panel will therefore tried to understand if and how strategies that were identified in the Prospectus were put in practice or changed in the course of implementation. It sought to validate the appropriateness of the priorities set by the program. The panel anticipated that only a few of these strategies could be considered to be critical factors for the program's coherence and appropriate implementation. The panel proposed exploring and reflecting on the following strategies outlined in the Prospectus:

1. The integration of ICA and Pan Americas in practice. What were some of the strengths and limitations in the program‘s efforts to marry implementation and applied research activities and to ensure that social and economic equity became the primary aim of its programming? (Prospectus, sections 1 and 2.1)
2. The incorporation of thematic pillars and cross-cutting issues (gender perspective, policy innovation, appropriate technologies and emerging issues) in CEA programming. (Prospectus, sections 2.2, 2.3 and 2.4)
3. CEA's approach to addressing challenges and mitigating the risks identified in the Prospectus, such as: fast-changing conditions in the ICT field, existing research capacity on emerging issues, exposure to political issues and neutrality of research findings, and networks support.
4. The identification and inclusion of partners for programmatic as well as financial and human resource expansion. The importance of partnerships for the CEA Program and efforts to consolidate existing partnerships and begin new ones with the private sector. (Prospectus, sections 4 and 6)
5. The use of evaluation and other feedback mechanisms (such as consultations, rPCRs) to support program management and learning. (Prospectus, section 7)

In addition, the Panel validated and commented on the strategic lessons the program drew from its experience, as described in the final chapter of the CEA Final Report 2006-2009.

FRAMEWORK

The following table presents the strategic issues as defined above and adds questions that were articulated in order to help the Review Panel to (a) validate certain claims in the CEA Final Report and (b) further understand the kinds of tensions that have been faced by CEA during the implementation of its prospectus.

CEA STRATEGIC ISSUE	GUIDING QUESTIONS
Integration of ICA and Pan Americas	To what extent were ICA and Pan Americas appropriately integrated? How did CEA handle the tensions between implementation for development and the more traditional research objectives of IDRC? What were the benefits and costs of integration? How were the costs minimized? How did CEA manage the expectations from the two

	different funders?
Thematic pillars, cross-cutting and emerging issues	Was there a coherent/appropriate approach to allocating funding across pillars and cross-cutting issues? Why were changes made to the pillars during implementation (e.g. post-prospectus themes such as climate change)? Were such changes appropriately selected? Did they strengthen/limit coherence of the program? What efforts were made to integrate the issues of gender, policy innovation and appropriate technologies across the CEA portfolio? To what extent were these cross-cutting issues actually integrated?
Risks and challenges	Were challenges and risks appropriately identified? To what extent was the program able to adapt to challenges and manage risks? Where there any additional risks that affected the program but were not taken into account?
Partnerships	Was the selection of the types of partners appropriate (was there an emphasis on funding partners)? To what extent did the partners strengthen/weaken the program?
Use of M&E	To what extent did the program engage in planned evaluation activities? Did the evaluations that CEA carry out contribute to program management/learning? What were the changes introduced as a result?
CEA LESSONS LEARNED	**GUIDING QUESTIONS**
In its Final Report, CEA identified lessons in: project management communicating research findings policy influence partnerships In the CEA Prospectus (section 1.4) there were lessons learned from Pan Americas.	Do the lessons make sense to the Panel in light of our data collection and analysis? Are these lessons strategic or operational in nature? Are there other lessons that the program should consider in light of its programming experience? Were lessons learned from Pan Americas taken into consideration for program implementation in the following prospectus period?

B.2 CEA/ICA Research Quality

Research quality of the outputs produced by the CEA/ICA program was assessed on the basis of a careful review of 11 academic-type papers and 17 policy-type papers for total

of 28 written documents. For the purpose of this evaluation the panel used four types of metrics/criteria to evaluate quality. These are: (i) citation analysis; (ii) distribution; (iii) merits of the research itself based on widely accepted scholarly research quality (iv) quality of outputs geared towards users. The first two metrics and criteria try to capture the impact that the work has had in academic and professional circles. The third criteria was used to measure exclusively the quality of the research itself. The last criteria determined the practical impact of the research outputs on the relevant populations

CRITERIA USED TO ANALYZE TRADITIONAL ACADEMIC-TYPE RESEARCH

Impact in scholarly circles is almost exclusively measured through citation counts. However, given the fact that research outputs within the context of a funding agency also need to have an impact on practitioners and the policy community, the panel also used additional appropriate metrics/criteria.

1) Citation Counts

It is not always easy to evaluate the quality of research. This is particularly true when one needs to evaluate quality on topics that are unfamiliar to us. The main criteria used to evaluate research quality are based on citations. It is generally believed that those papers that exhibit the highest quality will be cited the most. It is, nonetheless, well known in academia that there is a significant lag between the time when a paper is published and when it begins to get cited. The peak of a paper citation count happens approximately within 2 or 3 years after publication. This poses important challenges to evaluators, when dealing with research that has been published recently. In addition, papers that cover a popular subject will be cited more than those that cover more obscure topics.

In this citation evaluation we used Google Scholar to determine the impact of research conducted under the CEA Program. An analysis done by Hurtado & Sharkness (2008) showed that of all the engines that make citation analyses Google Scholar returned the highest number of citations while Yahoo, Google, and ISI Web of Knowledge only averaged between 2.8 and 3.5 citations per title

Through an analysis of a purposeful sample of 41 projects from the CEA/ICA portfolio, we found that none of the papers or reports produced had been cited by other authors (according to a search of Google Scholar). Interestingly, of all the books that were produced through CEA/ICA-supported research, only those that were published in a hard-copy format, in addition to a digital format, had citations. Of all the research outputs that were produced by the CEA/ICA-supported projects in the sample, none were published in academic journals, which may explain the absence of citations. It should be noted that a citation analysis cannot indicate whether a particular research output was used by policy makers in the development of policies which makes citations a sorely imperfect tool to address impact.

2) Distribution/Communication of the Research Results

Authors lose their copyright when their papers get published through publishers that do not work on an open approach or otherwise allow for unfettered distribution of the papers. When this happens they cannot post the paper on public webpages because

this would constitute a copyright violation. Papers can thus only be accessed through paid databases which impairs wider distribution. There are nonetheless some signs of change from academia and now faculty at universities are more readily accepting open journals as adequate outlets for scholarly work (Reisman, 1986).

Within the context of this evaluation we explored the efforts that the Program made to try to distribute their work more widely through conferences and webpages in addition to the normal publication outlets.

- Research products are in accessible format(s).
- There should be a certain level of transparency in process and availability of content.
- Publications should be complete, clear and structured.

3) Quality of the research output on its own merits

Given the imperfections and limitations of citation counts we felt compelled to consider other criteria, and this was done on the merits of the paper itself. When a paper is sent out for publication, different journals use different criteria; however, there are a few standard metrics that are common to all of them. For the purpose of this evaluation we followed the guidelines by Lee & Dibner.

Purpose of the study: A clear statement of purpose or research questions helps to determine if the topic is important, relevant, and of interest to the relevant academic and practitioner community.

- Was the purpose and/or research question stated clearly?

Literature: A review of the literature should be included in an article describing research to provide some background to the study. It identifies gaps in current knowledge and research about the topic of interest, and thus justifies the need for the study being reported

- Was relevant background literature reviewed?
- Does it advance our knowledge base?

Study design and methodology: For the most part researcher designs are either qualitative or quantitative. In each of these two research design many methodologies can be employed and the researcher needs to be able to clearly articulate why a particular design or methodology was chosen.

- Does the author provide a convincing justification for the selection of the research design and methodology?
- Would an alternative research design have provided greater insights? Do they describe their procedures so that others can duplicate them?

Sampling: The sampling method needs to take into consideration the purpose of the study or research question.

- Was the process of purposeful selection described?

Data collection: The data used for the research should match its purpose. Enough details should be presented of the important elements of the study and the connections with the data collected, namely: the participants, and the site or setting.

- Did the researcher include clear and complete descriptions of where the data came from?
- Did the researcher present a clear connection between the research question and the data collected?
- Does it measure what it was intended to measure, and how the observations are influenced by the circumstances in which they are made?

Data analysis: This section should be able to summarize the major findings of the analyses.

- Findings were consistent with and reflective of data?

Overall Rigour: The components of trustworthiness are:

- Credibility which is related to the —true" picture of the phenomenon. Are descriptions and interpretations of the participants' experiences recognizable?
- Transferability (external validity).
- To which populations, settings and times are the findings likely to be replicated?
- Dependability, which relates to the consistency between the data and the findings.
- Confirmability, which involves the strategies used to limit bias in the research, specifically the neutrality of the data, not the researcher.

Conclusions & Implications: Conclusions should be consistent and congruent with the findings as reported by the researchers.

- Conclusions were appropriate given the study findings?
- The findings contributed to theory development and future practice?

4) Accessibility and applicability of research for development

- Quality of policy briefs, websites and other research communication.
- Survey of relevant parties to determine the impact of the work on their daily practice.
- Relevant groups perceive the work as valuable.
- Relevant groups use the findings to develop new policies, products, behaviours, ideas.
- Research catalyzes a shift in the debates or discourse in the field.

CRITERIA USED TO EVALUATE POLICY-TYPE RESEARCH

According to Majcjrzak, policy research is defined "as the process of conducting research on, or analysis of, a fundamental social problem in order to provide policymakers with pragmatic, action oriented recommendations for alleviating the problem."[1]. This type of work implies great concern for immediate utility of results. To provide policymakers with useful recommendations the paper should present and analyze all possible actions for resolving the problem. Policy research should:

1. Clearly specify the problem to be solved
2. Consider the many dimensions that can have an effect on the problem

3. Identify the users including their needs and perceptions
4. Identify the stakeholders
5. Understand the context and impact on the problem
6. Include policy recommendations, which can entail dissemination, financial incentives, priority setting, delay tactics, implementation recommendations of a policy. It should also include evaluation of such recommendations.

CRITERIA FOR PROJECT SELECTION: LARGE SAMPLE

The CEA/ICA project portfolio had 91 projects from which we had to select a certain proportion for evaluation. Several factors were considered to be able to identify representative projects that could help us make an accurate assessment of the Program in relation to the overall goals of IDRC. Below we describe each of the criteria that were utilized to make the selection.

1) Amount of the project funded

We assume that projects with more funding would have had greater impact given that the significant amount of resources would have allowed for greater scale. In addition, given the large investment that was done on some of those projects, we would have expected also greater return. We divided the projects by amounts into six categories. In doing this we can determine, for example, how they manage their risks. It can also help us determine if there was a focus on many small projects or a smaller number of very large projects.

Amount	Number of projects	Percentage	Number of projects selected
$500 K >	15	16%	12
$250-499K	22	24%	8
249-150	9	10%	5
50-149	17	19%	6
49-20	17	19%	4
<20K	11	10%	1
Total	91	100%	36

2) Status of the project

At the the outset of the review there were still many active projects. In fact, of the 91 projects in the CEA/ICA portfolio, 55 (61%) were still active. Because we needed to determine the effectiveness of these projects with respect to CEA/ICA Program and IDRC goals we needed to select projects that had been completed. We could not, however, select only closed projects because there were several active projects involving substantial amount of funding. We thus selected both type of projects giving more emphasis on those that were closed.

Criteria	Number of projects	Percentage	Number of projects selected
Active	55	60	19 (34%)
Closed	36	39	17 (47%)

3) Year when the project was funded

Given the criteria outlined above, we were a bit more limited with respect to the number of projects that we could select for each year. We selected projects from each of the years under review.

Criteria	Number of projects	Percentage	Number of projects selected
2006	22	24	13
2007	33	36	11
2008	14	15	7
2009	22	24	5
Total		100	54

4) Theme

The CEA/ICA Prospectus identifies three thematic pillars. These are e-Economy (informal economy, SMEs, e- commerce, employment, digital and creative industries, and intellectual property rights), e-Enablers (education and health), and e-Citizenship (open government, citizen participation and privacy and e-Government). Given that the Program identified a set of priority topics to be supported, we thus wanted to select projects within each of the three themes. While the Prospectus lists three major areas of focus for the CEA/ICA Program, the Program's projects are broken down into more categories. We developed two tables: one that categorizes the projects by the themes, and then by the categories that the Program itself used to present its portfolio of projects.

Criteria	**Number of projects**	**Percentage**	**Number of projects selected**
e-Economy	21	23	8
e-Enablers	22	24	8
e-Citizenship	23	25	10
Other	25	27	10

Criteria	**Number of projects**	**Percentage**	**Number of projects selected**
E-Economy	22	24	8 (36%)
E-Education	3	3	1 (33%)
E-Edu/Env/&CC	2	2	0 (0 %)
E-Government	23	25	10 (43%)
E-Health	9	10	5 (56%)
Env & CC	8	9	2 (25%)
Other	25	27	10 (40%)

5) Number of cases selected

It was calculated that the review of each case would take approximately a week. This was probably an overestimation, but because the review will entail more than just the review of projects, this was considered an adequate amount of time.

6) Projects selected by the CEA/ICA Program

We also needed to consider the reasons why CEA/ICA selected the projects that were included in the Final Prospectus Report. The projects that they selected were then compared to the ones that the review panel chose and a final decision for cases was done.

AMPLE SAMPLE: PROJECT TITLE	PROJECT NUMBER
Monitoring Progress Toward the Information Society : Digital Divide Index	103110
Consolidating and Integrating the Education Portals Network and Latin America Schoolnets	103811
Supporting E-government in Latin America and the Caribbean - Phase II	103819
Gender Evaluation Methodology II: Building Gender and Evaluation Practice within the ICT for Development Community	103586
Supporting the Rise of E-business in Latin America and the Caribbean - Phase II	103820
Competitive Grants for Digital Innovation in Latin America and the Caribbean - Phase II	103810
Impact of ICTs on Local Democracy : Transparency and Citizen Participation in the Municipality of Peñalolén (Chile)	103709
Project Planning Meeting : Chagas' Disease and ICTs in Latin America	104009
Global Network : Integration and Harmonization of ICT Policy and Regulation Regional Research Networks	104012
Electronic Learning and Capacity Building of the Public Sector in Latin America and the Caribbean	103830
TRICALCAR : Weaving Community Based Wireless Networks in Latin America and the Caribbean	103816
Electronic Government : Caribbean Pilot Project	103826
Sponsored Participation in Information and Communication Technology Regional Events 2006-2007	103822
Electronic Waste Toolkit for Latin America and the Caribbean	103829
ICTs for Building Democratic Dialogue : the Agrarian Revolution Observatory in Bolivia	103215
OSILAC : Observatory for the Information Society in Latin America and the Caribbean - Phase III	104416

Partnership in Opportunities for Employment through Technologies in the Americas (POETA) : Eastern Caribbean Initiative	104411
Tenth Latin American Workshop on Networking Technology (WALC 2007)	104836
Using ICT to Increase Income and Productivity in the Urban Informal Economy : Panama City	104121
Electronic Health Delivery using Open Source Software and Personal Digital Assistants (Argentina and Colombia)	104123
Communication for Influence : Building ICTD Networks (CILAC)	104576
Enhancing the Effectiveness of ICT Applications and Tools for Disaster Management in the Caribbean	103827
Punto J : a Portal for Youth-to-Youth Education on Health and HIV/AIDS - Phase II	103814
Toward Détente in Media Piracy	104333
Pilot Project Using ICTs to Monitor Chagas' Disease in Argentina, Bolivia and Brazil	103818
ICT4D Research Partners at the Global Knowledge Partnership Conference (GK3)	104629
Regional Overview of Mobile Telephony in the Health Services in Latin America and the Caribbean	103369
Internet Governance Forum 2007 : Preparatory Process	103821
Regional Dialogue on the Information Society (Latin America and the Caribbean) - Bridging Grant	105241
Strengthening Procurement Systems in Latin America and the Caribbean	105243
Regional Dialogue on the Information Society (DIRSI) - Phase II	105249
Enhancing Nurses Access for Care Quality and Knowledge through Technology (ENACQKT)	104544
Statistical Compilation of the ICT Sector and Policy Analysis	105127
Digital Cities' Awardees 2008 : Learning Visit to Canada	105368
Open Business Models (Latin America) - Phase II	103812
Innovations in e-government in the Americas	105449
Impact 2.0: New mechanisms for linking research and policy	105246
MobileActive08 : Unlocking the Potential of Mobile Technology for Social Impact	105078

Networks for Development: the Caribbean Information and Communication Technologies Research Programme	105818
Telework, Climate Change and Public Policy	105235

CRITERIA FOR PROJECT SELECTION: SMALL SAMPLE

This is the set of projects that was analyzed in depth, including review of all available documentation and interviews with project staff (ie. „project informants‘). This smaller sample was used both for research quality purposes and outcome assessment. Criteria used in the narrow sample selection:

1. Include the projects from the CEA Final Report with strong claims (best examples of the program's contribution to outcomes);
2. Favour projects that will have possible effects under more than one outcome;
3. Include projects with the richest set of information (such as complete rPCRs);
4. Include some projects not mentioned in the FPR, to allow for contrasting with those in point 1 above;
5. Include at least one small project (less than 150K), and at least one mid-sized project (150-500K).

What is the rationale for such a sample?

This sample provided more in-depth and rich information to support the verification of outcomes. It was meant to be large enough to allow for meaningful information to be extracted, but not too large in order to account for time constraints. It also served as the smaller sample that was used to understand quality of research outputs from the perspective of users (i.e. the wider developmental perspective).

We were able to compare the outcomes of projects highlighted in the CEA Final Report, presumably among the best performing ones in the program portfolio, with others to find indications about what factors may have affected outcome achievement in the CEA Program. Within the project set reported in the FPR, those that feature several outcomes were prioritized because, in principle, they were thought to be more developmentally significant. It was important that chosen projects offer the necessary amount of data/information for in-depth examination. Finally, while in a sample of this size it was difficult achieve complete representation (e.g. per thematic pillar), we tried to include at least one small project. Such projects make up a significant share of the portfolio and in terms of the funding they can also make important contributions to CEA‘s outcomes (particularly on a per dollar basis).
The final narrow sample was composed of 12 projects:

SMALL SAMPLE: PROJECT TITLE	PROJECT NUMBER
Supporting E-government in Latin America and the Caribbean - Phase II	103819

Innovations in e-government in the Americas	105449
Electronic Learning and Capacity Building of the Public Sector in Latin America and the Caribbean	103830
OSILAC : Observatory for the Information Society in Latin America and the Caribbean - Phase III	104416
Internet Governance Forum 2007 : Preparatory Process	103821
Open Business Models (Latin America) - Phase II	103812
Regional Dialogue on the Information Society (DIRSI) - Phase II	105249
Pilot Project Using ICTs to Monitor Chagas' Disease in Argentina, Bolivia and Brazil	103818
Punto J : a Portal for Youth-to-Youth Education on Health and HIV/AIDS - Phase II	103814
Consolidating and Integrating the Education Portals Network and Latin America Schoolnets	103811
Enhancing the Effectiveness of ICT Applications and Tools for Disaster Management in the Caribbean	103827
Social Impacts Research on 1x1 Models in Latin America	104122

B.3 CEA/ICA Outcomes

The research question related to outcomes for this review were formulated as follows: *"To what extent are the program's outcomes relevant, valuable, and significant?"* The question is further disaggregated in terms of the actions estimated as necessary by the External Review (ER) Scope document:

1. Verify the significance and contributions of the outcomes reported in the program final report according to: *research partners*, *research users*, and *other influential stakeholders*.
2. Document any important outcomes (positive/negative, intended/unintended) that were not noted in the program final report.

The question is asked in the spirit of IDRC having a key interest in wanting to know whether its work is actually having *influence* – and if so, how we know that. This institutional orientation towards influence together with the ER's philosophy to complement the CEA's team self-evaluation (by verifying the claims made in the PI report and during interviews) will be the main drivers for outcome analysis.

OPERATIONAL DEFINITIONS

TERM/CRITERIA	APPLICATION TO THE OUTCOME OR ITS DEGREE OF ACHIEVEMENT
Outcome	Defined as changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly.
Relevant	Adequate to developmental priorities, coherent with organization's line of work, and sustained over time (e.g. during the CEA program cycle).
Significant (—Valuable" and —Significant" were merged because of their similarity)	"Having or contributing to a developmental influence, providing a benefit to the intended targets of a development intervention (programme/project)."
Policy Influence	A broad term, which refers to the whole research-to-policy process, as indicated by: (i) expanding policy capacities; (ii) broadening policy horizons (via new ideas, accessible knowledge), and (iii) affecting policy regimes.

CHOOSING OUTCOMES FOR ANALYSIS

We selected the five outcomes from the FPR for the analysis of this research question. Outcome 5, which is about research findings, was treated in the Research Quality section of the report.

1. CEA/ICA has contributed to the development and dissemination of new ideas resulting in their adoption into the regional development research agenda (agenda setting) and ICT4D field building in LAC
2. CEA/ICA has made a significant contribution in developing research capacities and skills to adopt and effectively use ICTs
3. CEA/ICA-supported work has generated evidence that has informed the design and reform of institutions, policies, regulations and laws in LAC
4. CEA/ICA has played a key convening role in the ICT4D area in LAC and has created valuable institutional spaces for multi-stakeholder collaboration and knowledge sharing
5. CEA/ICA has produced innovative and relevant research to help address the region's development challenges

In relation to the second part of the research question, namely documenting any important outcomes not noted in the FPR, the panel did not incorporate outcomes outside the ones identified in the FPR (outcomes 1-4 in the Outcomes sections, outcome 5 in the Research Quality section), as those 5 covered a wide range of developmentally relevant effects of work. During the ER process, the EU also recommended not to expressly search for those „outside' outcomes as it would deviate from the main purposes of our terms of reference. Except for outcome 4 (which seems

to deal mostly with a working approach), the other outcomes corresponded with the Program's Statement of Purpose and objectives.

RELATING STATED OUTCOMES WITH GENERIC IDRC OUTCOMES

The outcomes in the Final Prospectus Report were different from those in the Prospectus (as we discuss later in this section). This prompted us to try to identify where the FPR outcome statements came from. We found they were quite directly related to IDRC generic outcomes, as listed in the ER Scope of Work document (p.5, footnote 2). First we link the two types to visualize the relations, then, reproduce the list of generic IDRC outcomes for reference.

Final Prospectus Report outcomes	Generic IDRC outcomes
CEA/ICA has contributed to the development and dissemination of new ideas resulting in their adoption into the regional development research agenda (agenda-setting) and ICT4D field-building in LAC	B. the effectiveness of the program at promoting the dissemination, communication, and utilization of research findings A. high quality research findings representing significant knowledge generation, field building, etc.; (similar in a way to the last outcome)
CEA/ICA has made a significant contribution in developing research capacities and skills to adopt and effectively use ICTs	C. the contributions of the program to building or strengthening capacities of researchers, organizations, research users, and institutions; (cap development)
CEA/ICA-supported work has generated evidence that has informed the design and reform of institutions, policies, regulations and laws in LAC	D. the contributions of the program to influencing policies
CEA/ICA has played a key convening role in the ICT4D area in LAC and has created valuable institutional spaces for multi-stakeholder collaboration and knowledge sharing	F. changes in relationships, actions or behaviours of project partners and other project stakeholders (individual, organizations, groups, etc.), including any relationships that the program effected which contributed to development results (e.g., formation of networks, involvement of stakeholders, collaboration among researchers, etc.)
CEA/ICA has produced innovative and relevant research to help address the region's development challenges	A. high quality research findings representing significant knowledge generation, field building, etc.

List of generic IDRC outcomes (the ones underlined are those related to the FPR outcomes, as noted in the table above)

A. high quality research findings representing significant knowledge generation, field building, etc.;
B. the effectiveness of the program at promoting the dissemination, communication, and utilization of research findings;
C. the contributions of the program to building or strengthening capacities of researchers, organizations, research users, and institutions; (cap development);
D. the contributions of the program to influencing policies;
E. the influence on technology development, adoption or adaptation;
F. changes in relationships, actions or behaviours of project partners and other project stakeholders (individual, organizations, groups, etc.), including any relationships that the program effected which contributed to development results (e.g., formation of networks, involvement of stakeholders, collaboration among researchers, etc.);
G. changes in state (e.g., improved health status of a group of people, environmental conditions, etc.); and
H. any contributions of the program to a greater understanding and consideration of inclusion of gendered perspectives in research and research processes (amongst program partners and within the field of research)

Outcomes indicated in the Prospectus

The outcomes in the Prospectus were formulated and organized in relation to thematic pillars, as shown in the table below. This is a completely different way of setting outcome targets, and one with more specific formulations than the ones in the FPR. It is not clear why the change was introduced, and normally a change as important as this (i.e. formulating the expected results of the Program) should be justified to management. It may be inferred that these types of outcomes would required a more intense effort both on the part of the internal evaluation as well as for the External Review.

e-Economy Outcomes[2]
1. Deepening the understanding that key policy- and decision-makers have vis-à-vis the role that ICTs play and/or could play (if supported by adequate policy and regulatory reforms) in the informal economy of LAC. 2. The adoption and implementation by government institutions and NGOs of research findings that could lead to more effective and productive uses of ICTs in supporting the economic activities of the poor. 3. Increasing awareness among policy-makers on the potential role that ICTs could play in enhancing the competitiveness of SMEs in both the formal and the informal economy, as well as the ways in which technology can open new avenues for trade beyond domestic borders. 4. The development of public policies aimed at promoting the adoption of ICTs as tools for enhanced productivity/competitiveness and trade expansion. 5. Improving, through research findings, the understanding of key policy- and decision-makers of the positive and negative aspects of ICTs on job creation — and the subsequent development of public and private policies in this area.
e-Enablers (Education and Health) Outcomes[3]
1. Producing knowledge and policy tools that address the new ways in which ICT innovations can support better health and education for the poor. 2. Fostering the capacity of a larger number of high quality researchers, capable of analyzing and presenting in an effective fashion, both the opportunities and constraints of ICT tools in the delivery of health and education services to low-income communities. 3. Consolidating stronger regional networks of researchers, sharing knowledge and experience on these issues, and developing on-line and on-site programs and curricula to build capacity among young researchers. 4. Increasing awareness among health and education policy-makers on the role of ICTs in relation to the more significant development challenges in these areas.
e-Citizenship/Governance Outcomes[4]
1. Generating locally-produced content and research outputs that would help communities and policy-makers to better understand the role that ICTs can play in: (a) allowing marginalized citizens to benefit from on-line government services and to actively participate in policy-making and governance processes; and (b) increasing the transparency and accountability of governments in the region. 2. Actively building capacity among community leaders and leading social science thinkers, to increase the likelihood of well-informed and solid proposals to transform current governance practices in LAC. 3. Broadly disseminating new knowledge and showcasing good practices on on-line citizen participation and transparency, in order to increase the awareness and early adoption of ICTs as tools for the modernization of the political systems (currently lacking public trust and credibility due to nontransparent and non-accountable governing practices).

To address the second part of the research question (documenting any important outcomes not noted in the CEA FPR) the panel duly noted and reported any that emerged as relevant and significant during the course of its work. However, the panel, in following the recommendations of IDRC's Evaluation Unit, did not expressly search for such outcomes.

ELEMENTS TO COVER DURING THE ANALYSIS OF THE OUTCOMES

We explored the extent to which the chosen program outcomes were *relevant*, and *significant*. The analysis focused on the verification of the stated outcomes in the CEA report, as described in the table. Strong claims in an outcome were scrutinized more than other where fewer achievements were reported.

OUTCOME ANALYSIS ASPECTS	HOW TO DO IT (INCL. RESOURCES)
Interpretation of each outcome (in ways that allow us to establish relevance, and significance)	- Establish some deconstructing framework whenever an outcome would seem to have more than one dimension. - In the report, we should cover: Why was it important? What were the main constraining/facilitating factors? From which point of view might its significance be questions?
Characterize the sub-portfolios in each outcome (i.e. mapping the outcomes): number of projects, funds, reference to projects in the FPR, etc.	- Using program portfolio files (spreadsheet, etc.) - Drawing from data processed during the implementation research question.
For reported outcomes -review what is described in FPR for accuracy - highlight key examples of effects (+ key related outputs) - refer to other projects not mentioned in reported outcomes to back-up and/or contest the PI Report findings. - identify missed opportunities / areas that should have been considered and weren't. - based on all of the above, provide informed opinion on each outcome (relevant, valuable, and significant).	- Tracking claims via documents (rPCRs, project technical reports, project evals, etc.) or the internet - Interviews outside the program: research partners, research users, and other influential stakeholders. - Interviews with CEA team

For unreported outcomes - explore overall influence of IDRC in LAC's ICT4D panorama. - identify any possible trends that could substantiate into a describable outcome (effect). - Provide informed opinion on the significance of any additional outcome (possibly linking it to FPR).	- Internet research: e.g. tracking where programme outputs were showcased, CEA staff invited to events, CEA projects mentioned by institutions, etc. (see books, citations, conference programs, etc.) - Interviews outside the programme: research partners. - Interviews with CEA team
- Provide an informed judgement at CEA programme-level outcome, i.e. its main purpose or objective	- Comparing with the main stated purpose of the CEA programme (and its three objectives).

B.4 Strategic Issues for the Board of Governors

The identification of issues that are of strategic importance to the Board of Governors were determined through the approaches outlined in the previous sections and discussions with the Evaluation Unit.

C. Limitations

There are a few major limitations to this external review. Time constraints prevented us from conducting some activities that could have strengthened the review, such as a survey to gather comparable evidence from a larger number of informants. We would have also liked to review a larger number of projects for our in-depth analysis. Furthermore, an in-person meeting of the Review Panel at the beginning of the evaluation process would have been extremely beneficial to this review. This could have included a first meeting of the entire External Review Panel with the CEA/ICA team, and interviews with project recipients located in the same city, ie. Montevideo.

One additional methodological limitation pertained to the evaluation of research outputs. While there are standardized criteria for assessing academic research, and, to a certain extent, policy research, there are no widely recognized quality standards for research reports that do not fit into these two categories. This limitation led us to evaluate the quality of these outputs along with policy papers where they do not fit neatly.

Finally, the loss of one of the reviewers at about one third of the way into the review process required the team to re-organize, with the two remaining reviewers assuming considerably more work than foreseen.

Appendix II: Operational Definitions of Key Terms

This is a list of terms for which a relatively precise meaning was needed during the External Review process. The most important were the criteria used for assessing the research questions: implementation, research quality and outcomes.

Term	Operational definition (for ER purposes)	Source
Accountability	**Accountability** for implementation of the prospectus involves the external review panel evaluating the choices that were made as well as the results that were achieved.	ER Scope of Work document, p.9
Active Citizenship	**Active citizenship** "refers to the notion that citizen participation increases government effectiveness through the timely identification of problems, as well as in the resolution of conflicts and the building of consensus for the effective implementation of policies (Marsh 2000).	Prospectus, pp. 23-24
Agenda-setting	**Agenda-setting**. Agenda-setting refers to an issue moving onto the media agenda, the public agenda, or the government agenda.	Presentation by Sanjeev Sridharan, University of Toronto St. Michaels Hospital; IDRC M & E workshop organized in Nairobi for recipients of our Think Tank Initiative, slide 24
Appropriate technologies	**Appropriate technologies** need to be understood as the tailoring of technological innovations — both hardware and services — to the needs and demands of the poor.	Prospectus, p. 17
Appropriateness	**Appropriateness** refers to whether the choices made by the Program (a) align with the Program's purpose, (b) respond to the context for ICT4D in the Americas, and (c) are feasible given the resources available.	Work plan, RQ1 methodology, Katrina Rojas

Capacity	From the developmental perspective, **capacity** is the ability to perform functions, solve problems, and set and achieve objectives	UNDP, Developing Capacity Through Technical Cooperation, p. 2 (2002)
Capacity Development	**Capacity Development** is the process by which individuals, groups, organizations, institutions and societies increase their ability to identify and analyze development challenges, and have the ability to conceive, conduct, manage and communicate **research** that addresses these challenges over time and in a sustainable manner. Good practices identified as supporting sustained cap development include: (i) a programming approach that is persistent, flexible, resilient and sensitive; (ii) building partnerships and relationships; (iii) harnessing existing capacities and building of strategic intelligence; and (iv) ensuring relevance of program by supporting a locally driven agenda UNDP's version of CD (from a key 1997 publication): Capacity Development is "the process by which individuals, groups, organizations, institutions and societies increase their abilities to: (i) perform core functions, solve problems, define and achieve objectives; and (ii) understand and deal with their development needs in a broad context and in a sustainable manner	ER Scope of Work doc, p. 6 UNDP, 1997"Capacity Development", Technical Advisory Paper II. In: Capacity Development Resource Book. UNDP.
e-Democracy	**E-democracy** refers to the use of ICTs to support and enhance the collaboration among relevant stakeholders throughout the policy-making cycle without the limitations of space, time, or other physical constraints often imposed in the communication process of democracy (Kubicek and Westholm 2003). Prospectus, p. 24.	Prospectus, p. 24, Kubicek and Westholm 2003

e-Economy	The **e-economy**, a concept that refers in the broad sense to the use of ICTs for product and process innovation across all sectors of the economy (which can be also understood as the dynamic system of interactions between the nation's citizens, businesses and the government that capitalize upon on-line technology to achieve an economic or social good) has emerged in the last decade as one of the primary engines of productivity and growth in the global economy.	Prospectus, p.18
e-Education	**e-Education** refers to the use of ICTs to approach questions of education, learning, and capacity development. The principal trends in the use of digital technologies applied to education would include among others: computer-assisted instruction; computer literacy; content dissemination and multi-media resources for self-directed instruction; technology-enriched learning environments; projects based on the use of the Internet; virtual and on-line learning resources and initiatives.	Prospectus, p.21
e-Government	**E-government**, instead, refers to the use of information and communications technologies in the internal processes of government, and the delivery of government products and services to citizens.	Prospectus, p. 24
e-Health	**e-Health** is an emerging field in the intersection of medical informatics, public health, and business, referring to health services and information delivered or enhanced through the Internet and related technologies. In a broader sense, the term characterizes not only a technical development, but also a state-of-mind, a way of thinking, an attitude, and a commitment for networked, global thinking, to improve health care locally, regionally, and globally by using ICTs.	Prospectus, p.21

Effectiveness:	**Effectiveness** is the extent to which the development intervention‘s objectives were achieved, or are expected to be achieved, taking into account their relative importance	OECD, Glossary of Key Terms in Evaluation and Results Based Management, page 20
Impact assessment	**Impact assessment** refers to an evaluation of how, and to what extent, development interventions cause sustainable changes in living conditions and behaviour of beneficiaries and the differential effects of these on women and men (Oakley, Pratt & Clayton 1998). Impact assessment is the systematic analysis of the lasting or significant changes – positive or negative, intended or not – in people‘s lives brought about by a given action or series of actions (Roche 1999).	BCO Report, p.155
Monitoring	**Monitoring** serves to follow-up the projects‘ implementation by giving sound advice based on what is being done, how it is being done, where, and by whom. Additionally, project monitoring entails an analysis of the target population that the project is trying to reach, as well as a critical assessment of its impact on the individuals/communities that are directly involved in the project, as well as on the context (local, national, regional) in which its being implemented. Monitoring is the ongoing gathering of data around 1.) implementation 2.) context and 3.) results to inform real-time managerial decision making and can occur at the program and project level.	Prospectus, p. 34. PCD ER report.
Network	At its most basic level, a network can be conceptualized as a set of interconnected nodes, where varying transactions take place (communicational, resource-oriented, collaborative, etc.). Each node and connection can exhibit different characteristics. In comparison with other organizational schemes (e.g. linear, hierarchical) networks typically exhibit a higher degree of flexibility, modularity and agility.	Acevedo, Intl Journal of ICT and HD (2009), p.8

	- organizational network (vs. social network): a network among organizations, or within an organization, that has a productive nature, i.e. that must produce something, as a whole or through the multiple sub-networks that can be inscribed in it.	
Open Government	**Open government** presupposes a dynamic balance between the demands of civil society and governments' response to them. Under this model, civil society not only poses demands but also offers solutions, actively participates in public matters, and imposes controls on the public sector for proper accountability. Government, on the other hand, takes into account the demands and proposals of civil society, is accountable for its actions, and seeks to find consensus over public matters to legitimize its existence.	Prospectus, p. 25. Reilly 2002, p. a
Openness	**Openness** is a combination of access, participation and collaboration. For development, it's very relevant. (How can the potentials of peer-production be harnessed within the contexts of development?) Two important aspects of open development: (1) ICT-enabled open access as an organisational and structural model; (2) open participation in development as it affects the mobilisation of resources (both human and non-human) on a global and non-proximate scale for development.	Oxford ICT4 class http://www.oii.ox.ac.uk/teaching/msc/courses.cfm?id=14
Outcomes	**Outcomes** are defined as —changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly". Actual or intended change in development conditions that an organization is seeking to support. It describes a change in development conditions between the completion of outputs and the achievement of impact. The likely or achieved short-term and medium-term effects of an intervention's outputs.	Prospectus, p. 20, Earl et. al. 2001, p. 1 UNDP Handbook on M&E for Results, p.103

	Outcomes measures the use of inputs and outputs and the short-term results arising from these.	OECD Glossary, p. 38 BCO Impact Assessment Study, p. 157
Partnership Development	**Partnership development** is understood as a process that involves not only the enhancement of collaborative activities between a varied set of actors, but also the strengthening of knowledge and experience sharing, as well as the articulation of strategies to promote joint learning and informed policymaking processes.	Prospectus, p. 31
Policy Influence	**Policy influence** is a broad term and a strategic evaluation at IDRC found that it includes building the capacities of both researchers and decision-makers in using knowledge to make policy, and broadening the conceptual boundaries of the whole research-to-policy process. (i) Expanding policy capacities. Research can support the development of innovative ideas and the skills to communicate them, and develop new talent for doing issues-based research and analysis. (ii) Broadening policy horizons. Research can introduce new ideas to the agenda, ensure that knowledge is provided to decision-makers in a form they can use, and nourish dialogues among researchers and decision-makers. (iii) Affecting policy regimes. Research findings can modify the development of laws, regulations, programs, or structures.	ER Scope of Work doc, p. 6, from Carden, F. (2005) *Capacities, Contexts, Conditions: The Influence Of IDRC - Supported Research On Policy Processes*. Carden, F. (2009), *Knowledge to Policy: Making the Most of Development Research*
Public Good	A **public good** possesses two properties: (a) Non-rivalrous — its benefits fail to exhibit consumption scarcity; once it has been produced, everyone can benefit from it without diminishing others‘ enjoyment; and (b) Non-excludable — once it has been created, it is very difficult, if not impossible, to prevent	Prospectus, p.20

	access to the good. (For further elaboration on this concept see a public good available at http://en.wikipedia.org/wiki/Public_good.)	
Quality	**Quality** is to be based on consideration of (i) the **scientific merit** as assessed in relation to the relevant disciplines/fields, (ii) as well as the *relevance* and *appropriateness* given the intended audience(s), user(s), context(s), and purpose of the research. Evidence of the quality of the research can include the *perception* of the appropriate sectoral/regional experts, intended audiences, users and/or stakeholders.	ER Scope of Work doc, p. 10 Maureen O'Neil, ~~-~~We May Need a New Definition of Research Excellence" at: http://www.idrc.ca/en/ev-31853-201-1-DO_TOPIC.html.
Relevance	**Relevant**: the extent to which the outcome reflects key national (or developmental) priorities, receives support from key partners and is consistent with donor policy - given possibly changing circumstances. At a program level, it can be seen as the extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donors' policies.	UNDP Handbook on Monitoring and Evaluation for Results , p. 104 OECD Glossary of Key Terms in Evaluation and Results-Based Management, p.32.
Significance (for outcomes)	**Significant**: the outcome has meaning to beneficiaries and delivers something with sufficiently high value. In PCD review, when discussing research quality, they used criteria of (i) filling a purpose, (ii) being timely, (iii) being accessible, (iv) used by the relevant people and (v) with the ability to provoke changes (in the research field). Something is significant when it is ~~-~~*~~h~~aving or*	MA, Methodology on Outcomes

	likely to have considerable influence or effect" It's very similar to value: in OECD Glossary of Terms, it mentions that —Evaluation also refers to the process of determining the worth or significance of an activity, policy or program."	Merriam-Webster dictionary
Sustainability	**Sustainability***:* The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits	OECD, Glossary of Key Terms in Evaluation and Results Based Management, p. 36
Value (for outcomes)	**Valuable** (value): an outcome that provides a level of value either (i) at least according to expectations (as described in a project document) or (ii) that is considered adequate to the existing development context, needs and beneficiaries. Value: a fair return or equivalent in money, goods or services for something exchanged; the worth of a thing.	MA, Methodology on Outcomes Merriam-Webster

Appendix III: Development Issues in LAC in Relation to ICT Applications and Processes (for possible IDRC involvement)

The virtual disappearance of a program that will have supported over 90 projects in five years, and probably made IDRC the single most active agency for ICT4D in LAC, may leave important initiatives orphan not only of tangible support but also of the _+ in the IDRC's Grants+ philosophy.

IDRC can continue to leverage some of the partnerships established or strengthened during the CEA/ICA Program cycle. Even when accounting for differences within the region, LAC nations are far from integrating ICT into their development processes, including the evolution of knowledge-based economies (e.g. in comparison with the rhythm of some Asian nations with similar Human Development indexes). At the same time, they are favoured by fairly widespread (even if fragile) democratic rule and generally more open societies. There are valuable developmental effects to be gained in the region from extended IDRC's engagement in ICT4D, and it would avoid affecting the Centre's reputation as well (by the perception of leaving the region or that LAC no longer counts for IDRC from the ICT4D perspective).

Following is a brief listing of some strategic development issues for LAC where ICT can make significant contributions:

The return of the State. After the failure of the Washington Consensus, stronger States are being erected but the institutions are often weak and lag behind the State's edifice. ICT can support the work of Public Administrations offering a larger set of services and entitlements, while also empowering a more participatory citizenship that demands accountability from its public servants.

The scourge of violence. In different ways, the level of civil violence in the region is still too high, whether from drug-traffic (Mexico, Colombia), post-conflict residues (most of Central America), or endemic social exclusion (peri-urban poverty in Brazil, Argentina, Venezuela, Mexico, Peru etc.). ICTs have shown their potential for inclusion in violence-ridden areas, such as the famous work in Brazil's favelas by Rodrigo Baggio and his _Comité para la Democratizaçao da Informatica' (CDI).

The spread of an educational revolution. The region is moving forward on massive 1:1 educational Programmes, based on the One Laptop per Child Programme, and instituted for the first time in Uruguay. Taking advantage of the commonality of Spanish (and the ever closer ties of Brazil with Spanish-speaking neighbours), this will create unprecedented opportunities for collaboration across the region. IDRC has already made important contributions in this regard that it could continue to expand over coming years.

Open Societies, Open Source, Open Development. The seeds of an Open LAC are being planted. The region has a vibrant civil society, a relatively free political environment, a legacy of immigration that keeps its people tolerant to the new, and even an ebullience of free/open source software activism (Brazil, Argentina, etc.). Among development regions, it may be the one most ready to incorporate Open models to their development policies and practices.

Diasporas and co-development. Whether from Central America, Andean countries, Mexico or the Caribbean (to name only the most intense foci), high emigration levels have been a fact of life in LAC during the last decades, generating painful social and human fractures in their societies. Many of these Diasporas are increasingly involved in development processes in their countries of origin, which are now facilitated by ICTs and inexpensive travel. Diasporas are always been networks, even more so today, and as such they can work more effectively with appropriate network methods and support.

South-South cooperation. As the region advances (albeit unequally) in its human development levels, it gains the possibility of strengthening its own cooperation structures and relationships. This can occur outwards (such as Brazil's links to Lusophone Africa) or internally within the region (given the significant disparities among countries – e.g. Chile-Nicaragua). ICTs can help establish and manage such cooperation schemes, and to make them extensive to sectors outside government, such as civil society, private sector or academia.

Appendix IV: Assessing the Achievement of CEA/ICA's Statement of Purpose and Main Objectives

The Prospectus provided an overall Statement of Purpose and Main Objectives.[5] A summarized assessment of the success of the Program can thus be provided by examining to what extent the Program followed/achieved them, as follows (it was not included in the Conclusions for brevity). The formulation of the statement of purpose and objectives is stated in bold lettering.

"Through applied research leading to the creation of knowledge that supports capacity building and awareness-raising among relevant stakeholders in the LAC region the PI will contribute to:"
The programme has indeed focused on applied research, has taken capacity building to be both a means and an end (a little less for research), and has contributed to a significantly higher level of awareness on ICT4D among many of the region's policy-makers.

1. **Foster the use and appropriation of ICTs with the aim of: (a) promoting entrepreneurship and decent employment; (b) improving the provision and access to education and health services; and (c) strengthening democratic governance in order to promote more equitable socio-economic conditions.**

CEA has managed a balanced a substantial portfolio on these thematic pillars, and then added other upcoming issues such as environmental protection and the Open development agenda.

2. **Better understand both the positive and negative impacts that the adoption and use of ICTs can have on low-income and vulnerable communities as well as the gender differentiated access to ICTs, particularly among the most disenfranchised women and girls.**

Equity is not merely in the name of the Program, it was clearly reflected in its operational strategy and in the selection of the projects. Both the research and the policy influence were largely directed toward levelling the Information Society playing field in LAC, and in particular by bringing about e-inclusion. The Program did not, however, make advances in providing differentiated opportunities nor specific policies to reduce the gender digital divide – one of the cross-cutting issues in the Prospectus.

3. **Support the development of solid ICT initiatives and processes, in order to promote sound public policies and the development of appropriate technologies that respond to the needs and living conditions of those most affected by the region's inequity.**

The CEA/ICA portfolio included many projects aiming at the promotion of fair and equitable ICT-related policies for development. The policy effects, when achieved, either came from (i) a research-to-policy channel, (ii) the demonstration of good ICT uses in action-related projects (pilot-to-policy channel), or (iii) institutional positioning by IDRC in policy-making fora (via ICA or otherwise). On the other hand, the development of

appropriate technologies, another cross-cutting issue, was not widely integrated across the Program.

Appendix V: Lessons Learned (by Program) and Programming Recommendations (by ER Panel)

This section refers to two types of learning. One refers to the lessons learned expressed by the Program. The second is comprised of recommendations from the Panel (to the Program and IDRC) which were neither addressed to the Board of Governors nor included in the Program's own lessons learned.

The boxes below summarize "lessons learned" included in the Prospectus, for which we have provided an assessment of their level of incorporation into the Program, either "highly" (●), "partially" (◘) or "little" (○) incorporated. Next, is a summary of the lessons identified in the Final Prospectus Report, all of which we believe they are valuable, particularly those related to communication (which are similar to what we have expressed earlier in this report).

Prospectus (lessons taken into present PI) – p.11	Assessment
On modalities and processes	
An integrated program (i.e. integrating ICA)	●
Inclusive of all sectors	◘
Strengthening regional research networks	●
A greater focus on gender	○
On programmatic themes and possible areas of focus	
Mainstreaming ICTs in development agendas: "how to" for governments (involvement in regional agendas, little support to governments on national agendas)	◘
Programming mostly for urban populations (most of the poor are urban)	●
Economic growth, unemployment and inequity	●
Access to health and education – privatized in the 90s	●
Strengthening democratic governance and accountability	●

Final Prospectus Report (lessons for future programming)
(1) project management - Start small and allow time for growth and consolidation (particularly in networks and with innovative ICT applications) - Remain involved during the project life cycle as much as possible (PO involvement proportional to project performance) (2) communicating research findings - Good researchers are often bad communicators - Without evidence there is no message - Times have changed and so has the means of communications (3) approaches to policy influence (3 possibilities) - The silos approach (isolated research, possibly appropriate while methodology or

agenda being developed)
- The personal engagement approach (by policy makers, from the project design phase)
- The structural approach (integrating a researcher into policy-making areas of government)

(4) partnerships
- Examine operational style of potential partner before engaging it
- Parallel funding (operations) may be appropriate when partnership is not viable
- Human relationships will affect the success of a project

A set of additional recommendations with regards to programming are listed next, emerging from the findings and additional observations made over the course of the External Review:

- The Prospectus, whose preparation involves considerable effort by IDRC, ought to serve as a closer guide for implementation (and include better instruments for monitoring and evaluation, including initial benchmarking).
- Block evaluations, either by thematic pillars or by process dimensions (communications, policy influence, etc.) could prove particularly efficient as a learning mechanism.
- Explore setting up explicit research capacity building activities or processes (even projects), as was done in Asia with collaboration of Richard Heeks' group at Univ. of Manchester. They can serve as a type of service to various projects across a portfolio.
- Explore the possibilities of higher engagement with the private sector on ICT4D linked to "Strategic Corporate Social Responsibility" trends (ref. Porter and Kramer), or the growing trend of public-private partnerships (or alliances).
- When capacity limitations (in Program or in projects) make adequate monitoring or communications difficult, external people should be hired for support.[6]
- As a norm, research papers/publications with a direct policy orientation should have clearly stated policy recommendations (more than half of the ones we reviewed did not).
- On "scope vs. depth" considerations for a portfolio:
  - when specific policy influence effects are desired, it is advisable to focus a number of projects on it (i.e., look for depth), including forging links among projects;
  - when the exploration of a new issue and/or agenda setting are desired, then an emphasis for scope is preferred, including the involvement of many partners.
- Outcomes should be formulated in a more precise or measurable way (to the extent possible). This will help avoid subjective interpretations on their level of attainment.
- Longer time frames are needed to achieve effective policy influence, so projects and support to policy-oriented organizations should be relatively longer-lasting (than perhaps pilot projects).
- It would be valuable to conduct specific research on "pilot-to-policy" methods, i.e. on the strategies and tactics that "implementation"-type projects can use to exert

effective policy influence – it would nicely complement the research-to-policy studies already performed by IDRC.

- More concerted efforts can be made to support to civil society networks' engagement in the ICT4D policy processes (design, roles during implementation, monitoring).[7]

Appendix VI: Interview Questionnaires

A. Questions for research/project partners (i.e. project staff) (project-specific informant)

Topic	Question
General questions about project	What main topic (in research or policy) did the project address (e.g. e-gov services, internet governance, etc.)? Who has benefited most from the work of the project (whether directly or indirectly)? What difficulties may have impacted most on the quality of work carried out? How they may have affected the results of the project? Where there any missed opportunities by the project?
Results	What were the most important outputs/products, and why? What were the significant accomplishments of the project, and why?
Related to outcome 1 (agenda-setting, field building)	Have any of the ideas that emerged from the project found their way to the regional research agenda in LAC? If so, which were they? In what way has the project contributed to strengthen the field of ICT4D in LAC?
Related to outcome 2 (research capacities)	In what way, if any, do you think the project contributed to building research capacity in LAC (i.e. activities that enabled research work)? Were there actions in the project aimed at improving skills to successfully adopt ICTs? If so, please describe. Did it involve actions aimed at expanding policy capacities, such as enabling policy-oriented research, developing new policy ideas and/or skills to communicate them? If so, please describe.

Topic	Question
Related to outcome 3 (policy changes)	In relation to the wider policy scenario (policies + institutions, laws and regulations): - Has the project succeeded to expand previous policy horizons, either by: Introducing new ideas into policy agenda? Providing knowledge to policy makers in usable form, or facilitating dialogues among researches and decision-makers? - Have research findings (or other results) actually affected policy regimes in any discernable way, even if partially or indirectly? i.e. by contributing to modifying the development of laws, regulations, programs or structures?
Related to outcome 4 (role of convener)	- How did the relationship with other partners work? - To what extent did the project serve as a convening mechanism for organizations working on/interested in ICT4D in the region? - Was it able to generate opportunities for multi-stakeholder collaboration?
About IDRC or CEA	(addressing CEA objectives) Outside the scope of your project: - Do you think the effect of IDRC in the region comes more from CEA's applied research or from its work of awareness rising among relevant stakeholders? (obj 1) – To what extent you perceive IDRC to foster the use and appropriation of ICTs in key thematic areas (such as the economy, education, health, governance, environment, etc.?) (obj2) – How does it contribute to better understanding of the impact of ICT adoption on the poor and the excluded? (obj 3) – Do you think it supports solid ICT initiatives and processes for sound public policies and/or appropriate technologies? Has IDRC missed some key opportunities or areas to foster ICT for development in LAC?

B. Questions for external informants (experts in various ICT4D fields in LAC)

Topic	Question
LAC's ICT4D field	To what extent does your work allow you to stay aware of new work in the field? In terms of the literature (or research)? In relation to new projects not necessarily related to research (services, platforms, networks, capacity building, etc.)? What project, initiatives or lines of study have contributed to advancing the field most since 2005? What may have been the most pressing issues in ICT4D in need of greater research since 2005? Who has worked on this? Has a reasonable amount of research been conducted on it? Are you familiar with IDRC and/or some of its work in LAC?
IDRC's known outputs (outcome 5)	What IDRC funded projects or products are you familiar with? Do you recall how these projects/publications came to your attention? Who would find the research work done in them relevant? Why? Have you used any of these products or results? If so, how? To what extent do you think the research produced was of high quality, and how were you able to determine that?
Related to outcomes (1: agenda setting, field building) (2: capacity building) (3: policy changes) (4: role of convener)	1. Have any new ideas arising from IDRC's work in LAC helped set the research agenda or to strengthen the field of ICT4D in LAC? 2. In which way, if any, do you perceive IDRC's work to contribute to building capacity for research in ICT4D, the adoption of ICTs, or policy in the field? 3. In relation to the wider policy scenario (policies + institutions, laws and regulations: - Can you think of any way(s) in which IDRC's work has clearly contributed to <u>expanding previous policy horizons</u>, and/or <u>affecting policy regimes</u> (*see protocol for project staff*)? 4. Has IDRC played a convening role in some issues, or has it been able to generate a space for <u>multi-stakeholder</u> collaboration?
CEA objectives	- If there is a perceived effect of IDRC's work in the region, would you say it comes more from CEA's applied research or from its work of awareness rising among relevant stakeholders? (obj 1) – To what extent you perceive IDRC to foster the use and appropriation of ICTs in key thematic areas (such as the

Topic	Question
	economy, education, health, governance, environment, etc.?) (obj 2) – How does it contribute to better understanding of the impact of ICT adoption on the poor and the excluded? (obj 3) – Do you think it supports solid ICT initiatives and processes for sound public policies and/or appropriate technologies?
More generally about IDRC	- What would you say distinguishes the work supported by IDRC in ICT4D, if anything at all? (e.g. thinking in terms of approach to research, focus of research, who participates, who benefits, role of South, etc.) - Do you perceive IDRC's work on ICT4D to be well known/regarded in the field in LAC? - Is there anything you particularly appreciate about the work that IDRC funds? - Has IDRC missed some key opportunities or areas to foster ICT for development in LAC? - What do you perceive as possible weaknesses of IDRC's work in ICT4D in LAC? - In your opinion, does IDRC funded work in ICT4D strengthen the role and voice of the South in shaping research and/or policy agendas? If so, how? - Are you aware of any changes in IDRC's work or orientation since 2005 (in terms of research, practice or policy)? - Looking forward to the next decade, do you have any recommendations in terms of future lines of research, policy or practice for IDRC in the region?

C. Questionnaire for CEA staff (and former staff)

CEA STRATEGIC ISSUE	INTERVIEW QUESTIONS
Integration of ICA and Pan Americas	How did CEA handle the tensions between implementation for development and the more traditional research objectives of IDRC? What were the benefits and costs of integration? How were the costs minimized? How did CEA manage the expectations from IDRC and CIDA? - in relation to thematic focus? - in relation to report requirements?, etc. Was ICA ever effectively integrated into CEA (e.g. management style, common projects, common partners, etc.)? Would it be beneficial for IDRC to continue to manage ICA after CEA's end? Was it the case that other international organizations focus entirely on implementation projects and nobody before CEA

CEA STRATEGIC ISSUE	INTERVIEW QUESTIONS
	provided significant support for research?
Thematic pillars, cross-cutting and emerging issues	How did you design the portfolio of projects? Did you put a lot of effort into one topic to generate volume and impact? Was it meant to be a balanced allocation of funding and projects? What efforts were made to integrate the issues of (i) gender, (ii) policy innovation and (iii) appropriate technologies across the CEA portfolio? Why were changes made to the pillars during implementation (e.g., post-Prospectus themes such as climate change), and how were they put into effect? Did they strengthen/limit coherence of the program?
Risks and challenges	To what extent was the Program able to adapt to challenges and manage foreseeable risks (as indicated in Prospectus)? Where there any additional risks that affected the Program but were not taken into account? How do you help project leaders to be more realistic on their risks (i.e. given the portfolio size, previous Pan Americas experience, and IDRC's mgmt expertise? How did you try to mitigate the risks associated with differences in political and administrative practices on multi-country projects, such as integrating various admin/normative systems?
Partnerships	Was there intent to explicitly shape CEA's partner profile? To what extent the partners' map proved appropriate for the objectives/outcomes of CEA? To what extent did the partners strengthen/weaken the Program?
Use of evaluation and other feedback mechanisms	What determined the type and extent of M&E (monitoring and evaluation) actions in the portfolio? How effective were they, i.e. in terms of learning or introducing changes?
Overall program Management	What were your expectations for the overall program, and to what extent were they met? How do you relate 'significant project-level outcomes' and 'program level outcomes? How do projects outcomes add up to program level outcomes? Were there any major feasible lines of work initially considered but later discarded? Any major opportunities missed for IDRC and/or the region? Which, if any, activities of the CEA program were politically 'sensitive' (from the Canadian perspective, from abroad), and why

CEA STRATEGIC ISSUE	INTERVIEW QUESTIONS
	would they be carried out anyhow? Has CEA (note: taking into account also its differentiated ICA portion) received criticisms from specific types of stakeholders? If so, how did CEA/IDRC respond?
Overall program management (for ex-programme staff)	What were the main expectations at the time of formulating the new CEA Program? When ICA was confirmed for the new period? Did you leave out some possible outcomes? If so, what could they have been? Any other considerations (i.e. lines of work) or major initiatives that were eventually discarded? Has CEA/ICA received criticisms from specific types of stakeholders? Please explain. If so, how did CEA/ICA respond? Which activities of the CEA Program were most politically sensitive' or 'risky' (from the Canadian perspective, from abroad)? What led you to leave CEA?
CEA Lessons Learned .	Might there be other lessons (besides those in the FPR) that the program would consider from its programming experience? Were lessons learned from Pan Americas taken into consideration for program implementation in the following prospectus period?

Appendix VII: List of People Interviewed

IDRC PROJECT PARTNERS	CEA/ICA PROJECT NUMBER
Carlos Afonso	103821
Roxana Barrantes	105249, 103371
Cecilia Cravero	103818
Hernan Galperín	105249, 103371
Sylvia Gonzalez	104261
Catalina Hidalgo / Alicia Quintana	103814
Paula Magariños	103515, 103812
Miguel Porrua	103819, 105449
IDRC STAFF	**TITLE**
Michael Clarke	ICT4D Director of Program Area
Annette Despaux	CEA/ICA Senior Grant Assistant
Laurent Elder	PAN ASIA Program Leader
Dominique Garro-Strauss	CEA/ICA Research Officer
Martin Murillo	CEA/ICA Research Intern
Angelica Ospina	CEA/ICA Former Program Officer
Fernando Perini	CEA/ICA Senior Program Officer
Ben Petrazzini	CEA/ICA Program Manager
Carolina Quintana	CEA/ICA Program Assistant
Allicia Richero	CEA/ICA Former Senior Program Officer
Carolina Robino	CEA/ICA Research Officer
Matthew Smith	CEA/ICA Program Officer
EXTERNAL ICT4D EXPERTS	
Valeria Betancourt	
Kemly Camacho	
Hugo Carrión	
Rossana Flores	
Fiorella Haim	
Raul Katz	
Ester Kaufman	
Eduardo Monge	
Carlos Andrés Osorio Toro	
Elias Said	
Cecilia Valeriano	
Rolando Pacheco / Gregory Daman	

In addition, the Laboratorio Tecnologico of Uruguay (LATU), the organization mandated with the implementation of the Plan Ceibal (Uruguay‘s national 1:1 educational program) was visited in relation to the Review.

NOTE: Three additional interviewees (two project informants, one external informant) were not listed as they have not responded an email asking for their names to be included in the report – this was done for privacy considerations.

Appendix VIII: Documents Reviewed and Consulted

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PROJECT DOCUMENTATION: Relevant PADs, rPCRs, Interim Reports, Final Technical Reports, project outputs (books, websites, portals, etc.), CD-Rom provided to the external review panel by the IDRC Evaluation Unit (containing a compilation of IDRC corporate documents, Program Area documents, Program Initiative documents, Project documents, evaluations, etc).

Appendix IX: Biographies of the Reviewers

Manuel Acevedo Ruiz
Manuel Acevedo has worked since 2003 as an international consultant on ICT and Development (with government, civil society, multilateral/bilateral agencies and business entities), researcher and lecturer in universities and development agency trainings. Recent engagements include advising the Spanish Ministry of Foreign Affairs and Cooperation and the Argentinean Ministry of Communications; organization of the Cooperation 2.0 conference series (Spain) on ICT4D; strategic Programme and network planning for UN Volunteers (UNV) and the Confederation of Spanish Development NGOs (CONGDE); studies for the Building Communications Opportunities project (multi-organization, ICT4D); conceptualization and design of new centres for technology research and innovation for development (Polytechnic University of Madrid, Fundación CTIC, Asturias, Spain); and evaluations for HIVOS, IICD, UNDP and UNV. From 1994 to 2003 he worked with UNDP and UNV, where he set up in 2000-2003 the first e-Volunteer unit in a development agency, and was responsible for launching the Programme UNITeS and the UN Online Volunteer Service. He represented UNV during the first phase of the World Summit on the Information Society, and acted as co-chair of the Human Capacity Committee of the UN ICT Task Force during that period.

Areas of research and professional interests:
- ICT Mainstreaming into Development Cooperation
- Development networks
- Digital Inclusion / Digital Divide
- Thematic applications of ICT (Education, Governance, Environment)
- Information Architecture / Knowledge Management
- Immigration and social inclusion
- Environmental protection and management

Martha García-Murillo, Ph.D.
Dr. Martha García-Murillo is an Associate Professor and Director of the Telecommunications and Network Management Master‘s program at the School of Information Studies at Syracuse University. She has an M.S. in Economics and a Ph.D. in Political Economy and Public Policy from the University of Southern California. She also worked as a regulatory officer at the International Telecommunications Union in Geneva, Switzerland and has been involved in the research of several regional and international UN, US State Department and other international organizations. Prof. García-Murillo was also a visiting scholar at the Internet and Telecommunications Convergence Center at the Massachusetts Institute of Technology. Dr. García-Murillo specializes in regulation of information and communication technologies. Her areas of research include institutional and evolutionary economics in the ICT sector, the impact of regulation on business behaviour, factors that affect infrastructure deployment, regulation of telecommunications in Latin America, the impact of convergence on regulatory bodies. Because of her interest in Latin America she has been a leading promoter of research and scholars in the region. She is currently working on a book on Theory Construction to help young scholars to develop their own ideas and contributions to their fields.

ENDNOTES

1 Majchrzak, p.12.

2 The main areas of work articulated for the e-economy pillar were: (i) ICTs in the informal economy; (ii) SMEs, e-commerce and employment; (iii) Youth, digital and creative industries; (iv) IPR & public goods.

3 The main areas of work articulated for the e-enabling pillars were: (i) Education and skills for the e-economy; (ii) Education at the bottom of the pyramid; (iii) Health for the poor.

4 The main areas of work articulated for the e-Citizenship/Governance pillar were (i) Open gov: transparency and accountability; (ii) Citizen participation and privacy; (iii) e-Gov for all: supply and access.

5 The final formulation shown here was provided by the Program Managers (emails 27 and 29 April), as there were several related interpretations of them (in Prospectus and Final Prospectus Report).

6 This was mentioned in the Final Prospectus Report, but we did not see much evidence of it.

7 Governments and private sector tend to dominate those processes.